

college AND UNIVERSITY **business**

OCTOBER 1960

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GIRLS RESIDENCE HALL, UNIVERSITY OF WISCONSIN, AGLOW AGAINST A NIGHT SKY





the original solid plastic top and panel.

Fiberesin is durable, and especially adaptable to school and institutional use. School desk tops, educational, and dormitory furniture built with **Fiberesin** can literally be installed and forgotten, as the **Fiberesin** surface and edge completely withstands use and abuse. It has particular resistance to abrasive wear and will never warp or twist out of shape. Tops cannot be "ringed" by wet bottles or glasses — even piping hot, spilled coffee. Burning cigarettes, fruit acids, alcohol, grease, cosmetics, fingernail polish and remover . . . In fact, **Fiberesin** completely resists all ordinary enemies of furniture, including students and their gouging, nicking, trenching, and ball-point doodling. Furniture and school desks built with **Fiberesin** are beautiful, too. The flat, ripple-free surfaces and satiny, warm-to-the-touch finish reflect truly fine furniture construction. **Fiberesin** also provides ideal, approved light reflectance . . . important on school desks, desirable on other furniture. Whether the furniture is a simple tablet arm chair, a traditional desk, or a modern, contemporary dormitory chest, the selection of **Fiberesin** assures beauty, as well as function. And, **Fiberesin** is so easy to care for! Once over lightly with a damp cloth and the top or panel looks like new. Badly soiled surfaces are more easily cleaned with any of the cleaner-waxes available. Because of the proven durability of **Fiberesin**, it never needs refinishing . . . a most important feature to anyone concerned with operating costs! More and more schools throughout the country are specifying **Fiberesin** for its durability and functionalism . . . college and university, contract, institutional and government buyers are demanding it for these features, as well as its beauty . . . if desks or other furniture are a part of your plans, we suggest you SPECIFY FIBERESIN — THE GUARANTEED MATERIAL . . . first choice of educational purchasing executives.

FIBERESIN meets all specifications and requirements of Federal Specification L-T-0041c (GSA-FSS) Type 111.

a the exclusive fiberesin edge

Fiberesin, being a **solid** board throughout, presents a **solid** edge profile. The **Fiberesin** edge requires no expensive, fragile banding, lamination, or concealment. It is shaped to any desired contour and simply finished. Only **Fiberesin** offers this solid use-and-abuse resistant edge that will withstand severe mishandling without damage! The elimination of edge banding also eliminates a sanitary hazard . . . there are no crevices to trap and hold food, milk, dirt, and germs.

b the perfect fiberesin surface

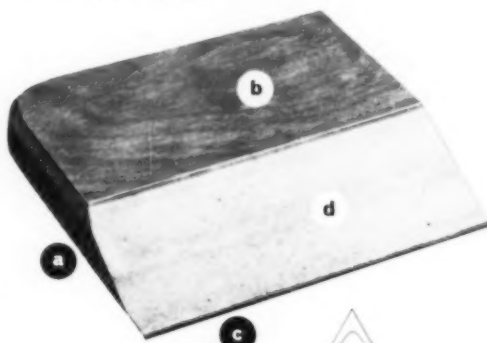
Fiberesin is molded under controlled heat and high pressure against pre-finished press plates . . . there is no possibility of surface irregularities, glue lines, "telegraphing" grain patterns, or high spots. No ripples or shadows mar the appearance of **Fiberesin**. The molded-in surface finish has the soft, satin effect of fine furniture.

c identical surfaces

Physically identical top and bottom surfaces insure a warp-free board and form an impenetrable barrier against moisture absorption.

d "one piece" from face to face

Because of the complete interflow of resins under the controlled heat and pressure, the materials fuse together to complete a chemical and physical reaction. The resulting panel is a single, solid piece from face to face, edge to edge. The panels are structurally balanced, dimensionally stable, twist and warp-free . . . there is no possibility of delamination or glue line separation.

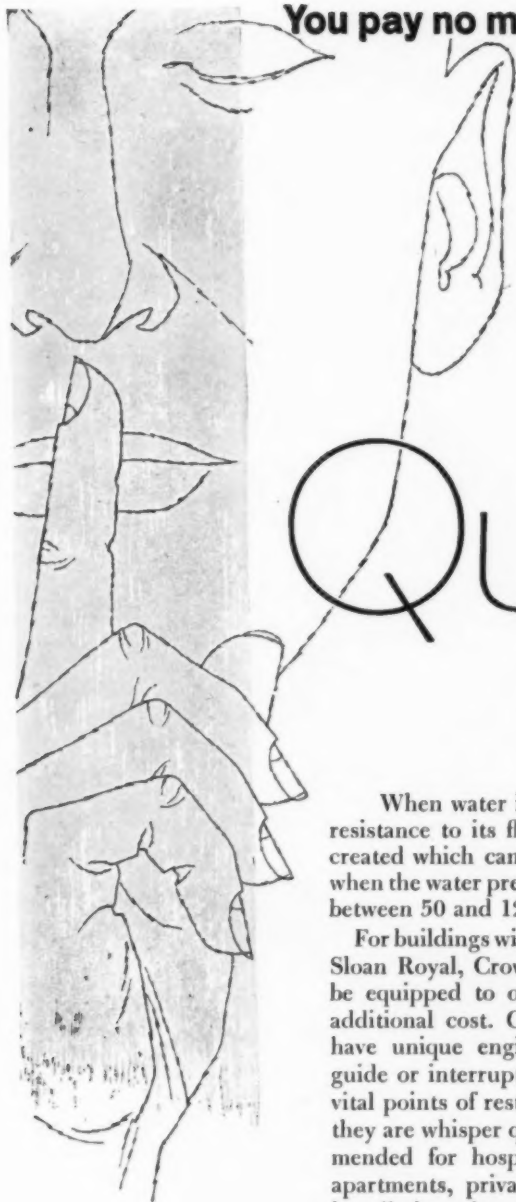


DEVELOPED AND PIONEERED BY
FIBERESIN
PLASTICS COMPANY
OCONOMOWOC, WISCONSIN



SEE OUR CATALOG
IN SWEET'S
ARCHITECTURAL
FILE
OR WRITE FOR COPY

You pay no more for unequalled SLOAN quality...



Quiet

When water in a plumbing system meets a resistance to its flow, audible sounds are often created which can be objectionable—especially when the water pressure is excessive (in the range between 50 and 125 P.S.I.).

For buildings with water pressure in this range, Sloan Royal, Crown or Naval Flush Valves can be equipped to operate quietly at only slight additional cost. Called *Quiet-Flush* Valves, they have unique engineering features added that guide or interrupt high velocity streams at two vital points of restriction to quiet the flow. Yes, they are whisper quiet and are especially recommended for hospitals, hotels, motels, homes, apartments, private office toilet rooms or any installation where quietness is essential.

Quiet-Flush is another product of Sloan research which is constantly employed to help sustain Sloan's outstanding leadership of more than fifty years. And, since Sloan Flush Valves today are better than ever, why not make sure you get them?



SLOAN FLUSH VALVES

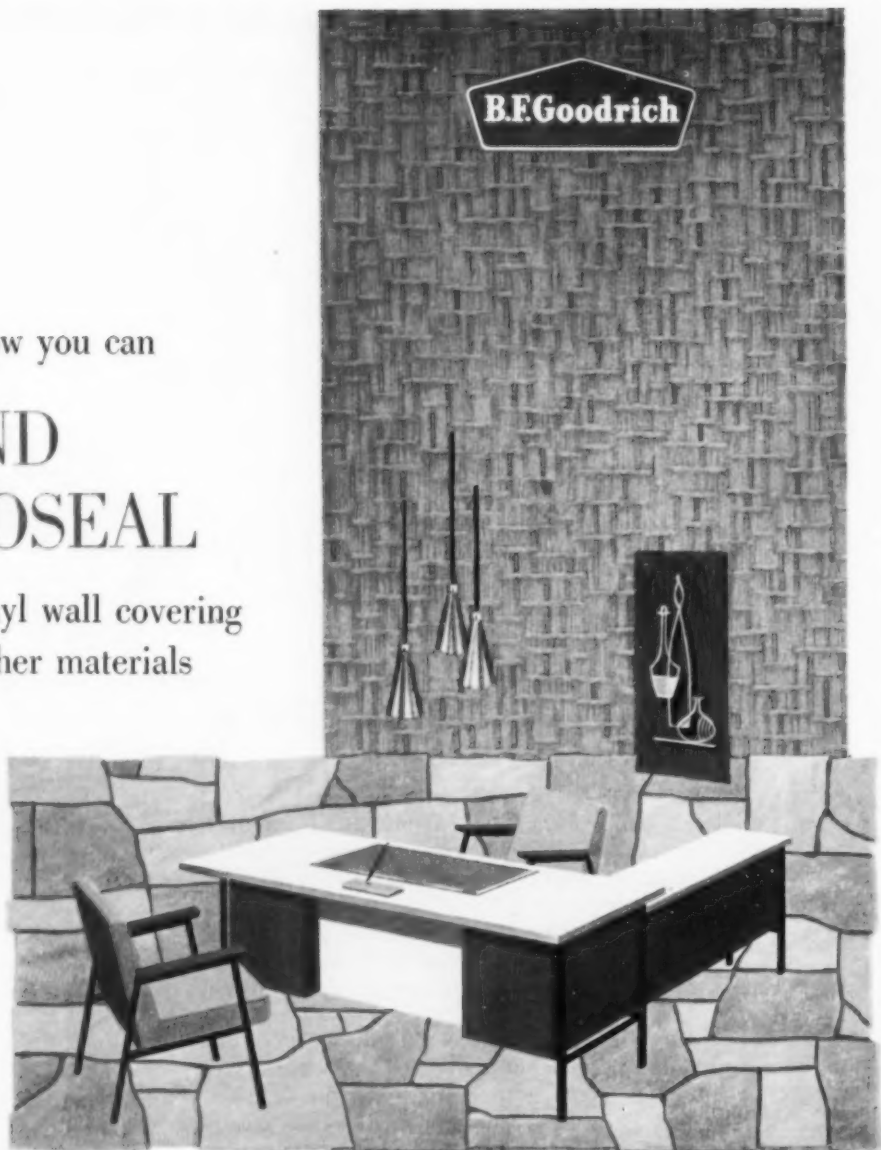


SLOAN VALVE COMPANY • 4300 WEST LAKE STREET • CHICAGO 24, ILLINOIS

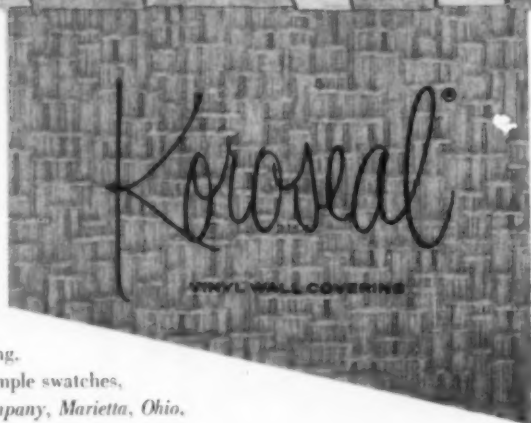
Look how you can

BLEND KOROSEAL

vinyl wall covering
with other materials



For walls that are warm and practical, look to fabric-backed Koroseal vinyl wall covering by B.F. Goodrich. Koroseal blends beautifully with stone, wood, tile, brick, metal and other materials. You can specify from 128 colors and patterns. The functional advantages of Koroseal wall covering are important, too. It washes sparkling clean with soap and water, resists scuffs and stains, keeps its beauty for years, eliminates the expense and inconvenience of periodic redecorating. It's fire resistant and is easily applied to walls. For sample swatches, write Dept. CU-10, B.F. Goodrich Industrial Products Company, Marietta, Ohio.



Pattern illustrated is BALI
in Musk Rose color. See Koroseal's complete line of wall covering and upholstery fabrics in Sweet's Architectural Catalog File No. 13k/Co.

B.F. Goodrich *Koroseal vinyl coated fabrics*



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Published monthly by The Modern Hospital Publishing Co., Inc. (Subsidiary of F. W. Dodge Corporation), 919 North Michigan, Chicago 11, Ill., U.S.A. Irving W. Hadsell, president; Robert F. Marshall, executive vice president; Robert M. Cunningham Jr., vice president and editorial director; H. Judd Payne, vice president; J. W. Cannon Jr., assistant vice president; Stanley R. Clague, secretary; Howard M. Thompson, treasurer. © 1960 by The Modern Hospital Publishing Co., Inc. Single copies, \$1. Accepted as controlled circulation publication at Chicago, Ill., and additional mailing office. Published on the first of the month. Change of address should be sent 30 days in advance. Change of address notices and undeliverable copies should be sent to: College and University Business, 919 N. Michigan Ave., Chicago 11, Ill.

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B.F. Goodrich

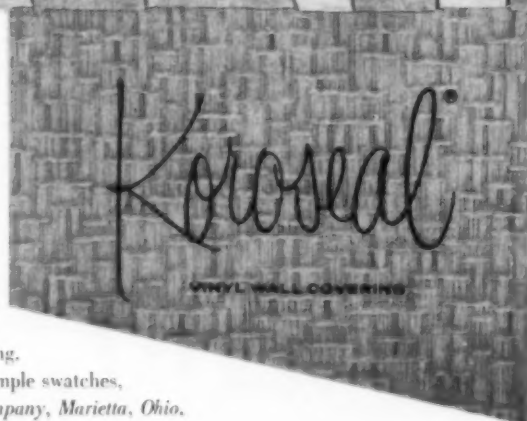
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QUESTIONS AND ANSWERS

Cigaret Fire Hazard

Question: Does a lighted cigaret represent a greater hazard when exposed to foam rubber mattresses than to cotton mattresses? — P.R., Ill.

ANSWER: The California state fire marshal conducted rather extensive burning cigaret tests on both foam rubber and cotton mattresses. The conclusions: The heat from the burning cigaret is not sufficient to ignite foam rubber mattresses. Flaming

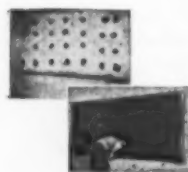
combustion of foam rubber mattresses will occur only as a result of flaming of the bedding above the mattress. Certain narrowly limited conditions (chance occurrences of such conditions very rare) must exist for a burning cigaret to impart flaming combustion to the bedding on top of the mattress. Heat from a burning cigaret will cause cotton mattresses to glow, spread and possibly burst into flame.

no other chalkboard with a surface like **SLATO • STEEL**



✓ writes beautifully clean
✓ unaffected by constant use
✓ chalk erases quickly
✓ will not chip or scratch
✓ holds magnetized objects

and it's **GUARANTEED** for
the life of the building...



EASY TO INSTALL
No special wall construction is necessary. Choice of two types of anodized aluminum trim and chalk trough.

Slatosteel's hard, non-absorbing silicate surface wears indefinitely, never forming shine or "blind spots" even after hardest usage. Writing is always clear and distinct—easy to read, regardless of the type of chalk used. Holds magnetized teaching objects, letters, etc., for "see and move" learning.

Slatosteel is coated with vitreous material fused on lightweight sheet steel on selected backing material. Easy to handle, moderately priced, Slatosteel is a tough, flexible, resilient chalkboard that will never crack or chip. Never harmed by cleaning solutions or water.

write for full details and prices of Slatosteel and other BC chalkboards and corkboards

serving the nation's
schools through dealers

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11:00 A. M.

This movie is really sharp! Not a light leak anywhere.

REASON: The windows in this room are light-controlled with Flexalum Audio-Visual Blinds. These blinds make any room theatre-dark anytime. Here's why: (1) more slats per height plus (2) patented notch in each slat that permits adjacent slats to touch, equals (3) no between-slat light leaks. (4) Light-trap channels eliminate around-the-edge light leaks.

11:10 A. M.

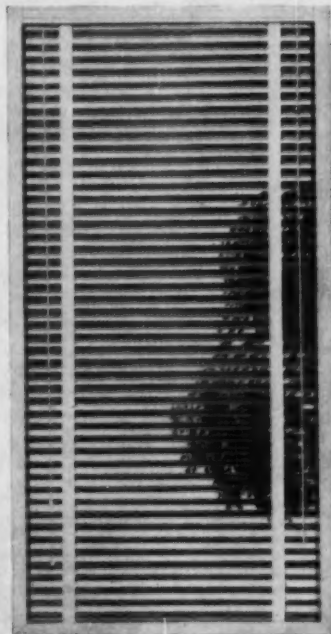
The slides look great. Just enough light to take notes.

REASON: You get just the degree of light control you need with Flexalum Audio-Visual Blinds. No other form of blackout covering allows you this flexibility. And Flexalum Audio-Visual Blinds will always stop and stay just where you want them. They're precision engineered to operate so flawlessly, they're guaranteed in writing for five full years.

11:20 A. M.

Back to groupwork. Full daylight, instantly—no glare.

REASON: Nothing to take down, nothing to tug back. No wasted money for multiple coverings, no wasted classroom minutes. Flexalum Audio-Visual Blinds do the whole job — taking you from projection darkness to full light (or anything in between) with just a flick of a nylon cord. The plastic lined side channels eliminate all noisy flutter!



Get full-range light control—at low cost—with *Flexalum*® Audio-Visual Blinds!
Bridgeport Brass Co., Hunter Douglas Division, 30 Grand St., Bridgeport 2, Conn.

Vendo Automatic Venders let you offer a wide variety of campus favorites including ice cream, cold milk, fruit, juice, hot coffee, hot chocolate, hot foods, sandwiches, pastry, carbonated beverages, candy and cigarettes.



here's the **NEW LOOK** in campus food service!

Vendo Automatic Venders offer a practical and *profitable* answer to your need for expanded food service on the campus.

These handsome machines serve appetizing hot and cold food, snacks and beverages around the clock—around the campus—*automatically!*

Crisp and bright in styling, they combine to create inviting centers where students and faculty can relax and help themselves to refreshment they want . . . whenever they want it. Vendo Automatic Venders serve, collect and *even make change*. They require little floor space . . . can easily be installed in any location. Investigate the many advantages of automatic food service for your school. Your vending operator will be glad to help. Call him or write us for details.

Vendo

THE VENDO COMPANY
7400 EAST 12th STREET • KANSAS CITY 26, MISSOURI

WORLD'S LARGEST MANUFACTURER OF AUTOMATIC MERCHANDISING EQUIPMENT



For the administrative offices

Announcing the *4000 Line by All-Steel

Architecturally styled for the schools of today in a choice of pleasing, cheerful finishes. The 4000 Line is so complete in styles and sizes that you are limited only by your imagination.

Whatever your requirements, see your ASE Dealer or write for new catalog.

ALL-STEEL EQUIPMENT INC.
Aurora, Illinois



For the classroom



So many school activities will center around your CONN

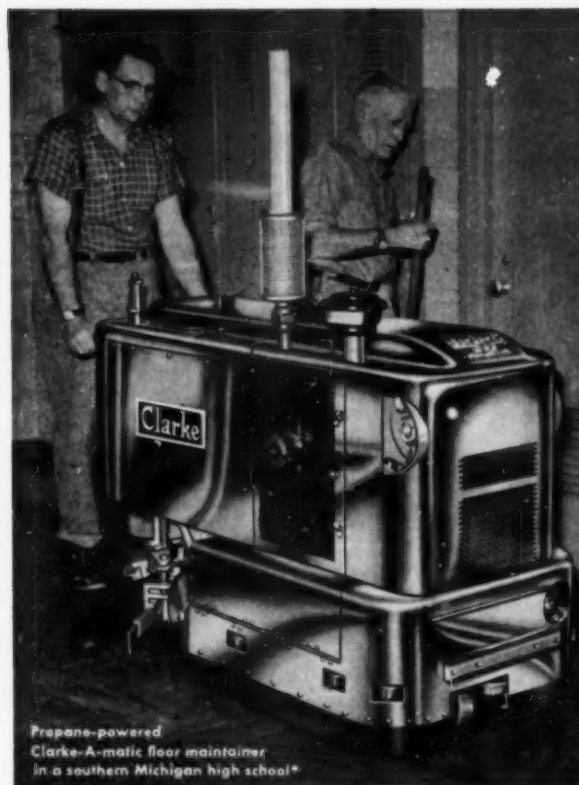


Choosing something as important to the life of your school as an electronic organ is not as easy as it looks. Organs vary greatly in quality, in versatility, in tone. We could tell you the CONN Organ is the best (and we believe it!) but that's what every manufacturer says about his own product. So we leave it to an impartial judge...YOU! We invite you to hold an organ "bee" i.e. ask your CONN dealer to provide a CONN Organ (no charge, of course) for a side-by-side test with other makes of organs. Let your own ears be the judge of the CONN's superb tone. Test its versatility. Explore its unequalled musical range. And if there's any question after that, ask your bandmaster about CONN quality. He'll tell you CONN has been *the* name in band and orchestra instruments for over 85 years... a heritage of musical experience no other organ manufacturer offers. There is a CONN for every budget, room size and range of musical expression needed. Don't buy any organ until you try this one...

CONN ORGAN

Conn Organ Corporation • Elkhart, Indiana





Propane-powered
Clarke-A-matic floor maintainer
in a southern Michigan high school*

ClarkeA-matic

SPEEDS SCHOOL FLOOR CLEANING

... and cuts man hours in half

Thanks to the Clarke-A-matic self-propelled floor maintainer, cleaning school floors is no longer the costly and back-breaking job it used to be. At a new senior high school in southern Michigan*, for instance, the tile and terrazzo floors of the 50 rooms and corridors were completely cleaned in two and one half days during a recent vacation period.

"One of our biggest aids in speeding cleaning is our Clarke-A-matic floor machine," says the school's maintenance supervisor.* "It automatically meters solution, scrubs the floor, picks up dirt and solution and squeegee-dries—all in one operation.

"One man operates the Clarke-A-matic while

a second man cleans the hard-to-get-at corners. These two men do the work that formerly required four men with mops. They get the floor cleaner, too, because the Clarke-A-matic actually *removes the dirt*. It does the job better and saves many back-breaking man hours." And by cutting man hours in half, it drastically reduces cleaning costs.

Clarke-A-matic floor maintainers—in gasoline, propane, electric and battery powered models—cover up to ½ acre per hour . . . clean all types of floors . . . save all kinds of money.

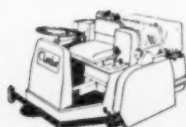
Write for your free copy of the Clarke Product File Folder and the name of your nearest Clarke distributor.

**name on request*

THE BEST KNOWN NAME IN FLOOR MACHINES



2410 E. Clay Ave., Muskegon, Mich.



POWER SWEEPER



RUG SHAMPOOER



WET-DRY VACUUM



FLOOR MAINTAINER



CLARKE-A-MATIC

Authorized Sales Representatives and Service Branches in Principal Cities
Distributed in Canada: G. H. Wood & Co. Limited, Box 34, Toronto 18, Ont.

"Nous sommes en train d'étudier le français élémentaire."

"We are studying elementary French."

"Nous étudions le français intermédiaire."
"We're working on intermediate French."

"Ce système-ci nous permet d'apprendre d'autant plus rapidement, nous suivons des cours de français plus avancés."

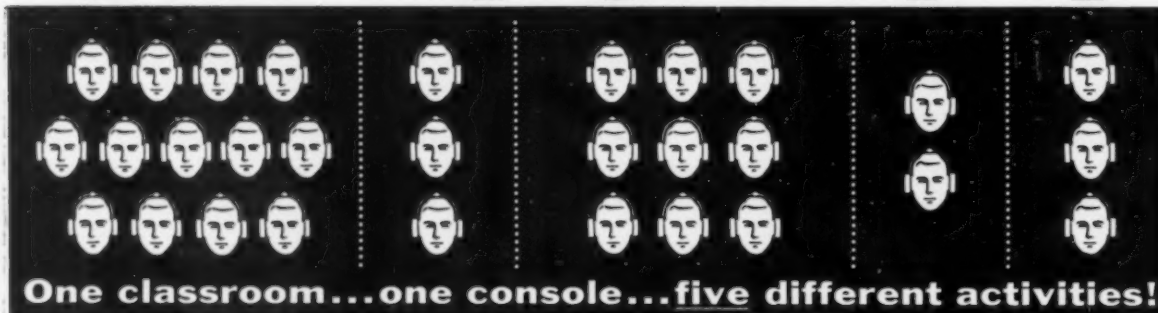
"This system enables us to learn so much faster, we are taking more advanced French lessons."

"Nous avons manqué la classe hier et nous rattrapons les leçons que nous avons manquées."

"We were absent yesterday and are making up the lessons we missed."

"Hacemos tareas en español durante nuestro período de estudios."

"We're working on Spanish assignments during our study period."



EDWARDS LANGUAGE LABORATORY

In this typical classroom situation, one 30-position, 2-channel Edwards Language Laboratory serves five simultaneous activities (4-channel models available when required). 13 beginners work on a master lesson using Lesson Channel 1. Nine intermediate students work on a second lesson using Channel 2. Three more advanced students work with tapes saved from an advanced class, recording their responses while erasing old practice material recorded by previous students. Three absentees make up work on tapes saved from a previous lesson. Two students use a free period for some independent lab work. The language laboratory is utilized to the fullest extent. Any number of separate lesson activities or subjects may be handled. The instructor has complete control over all 30 booths and can monitor or communicate with any student at any time. The instructor can utilize the Edwards



Language Laboratory's extreme flexibility to include visual presentations, channeling sound for films, slides, TV, etc. through the lesson channel's auxiliary input. He can use the function selector's RECITE position to channel the recitation of one student (or a conversation between himself and one student) to the rest of the group. The instructor may pick up any student tape he desires to check, or to hold as a master tape for later use. There are many language laboratories, but only Edwards offers such versatility and ease. Write today for detailed literature on this more effective teaching tool for creative language instruction. EDUCATIONAL EQUIPMENT DIVISION: Edwards Company, Inc., Dept. B-3 Norwalk, Connecticut; Edwards of Canada, Limited, Owen Sound, Ontario. Better Language Instruction, For More Students, The Most Effective Way. © 1960 EDWARDS COMPANY, INC.



THE BEST FOOD DESERVES THE FINEST CRACKER

**PREMIUM SALTINE CRACKERS*
with NEW GOLDEN GLOW**

Your customers will appreciate these finer saltine crackers. They're tastier, flakier and snapping crisp. These top-quality crackers are always perfect in our moistureproof cellophane packets.

*Premium Snow Flake Saltine Crackers in the Pacific States

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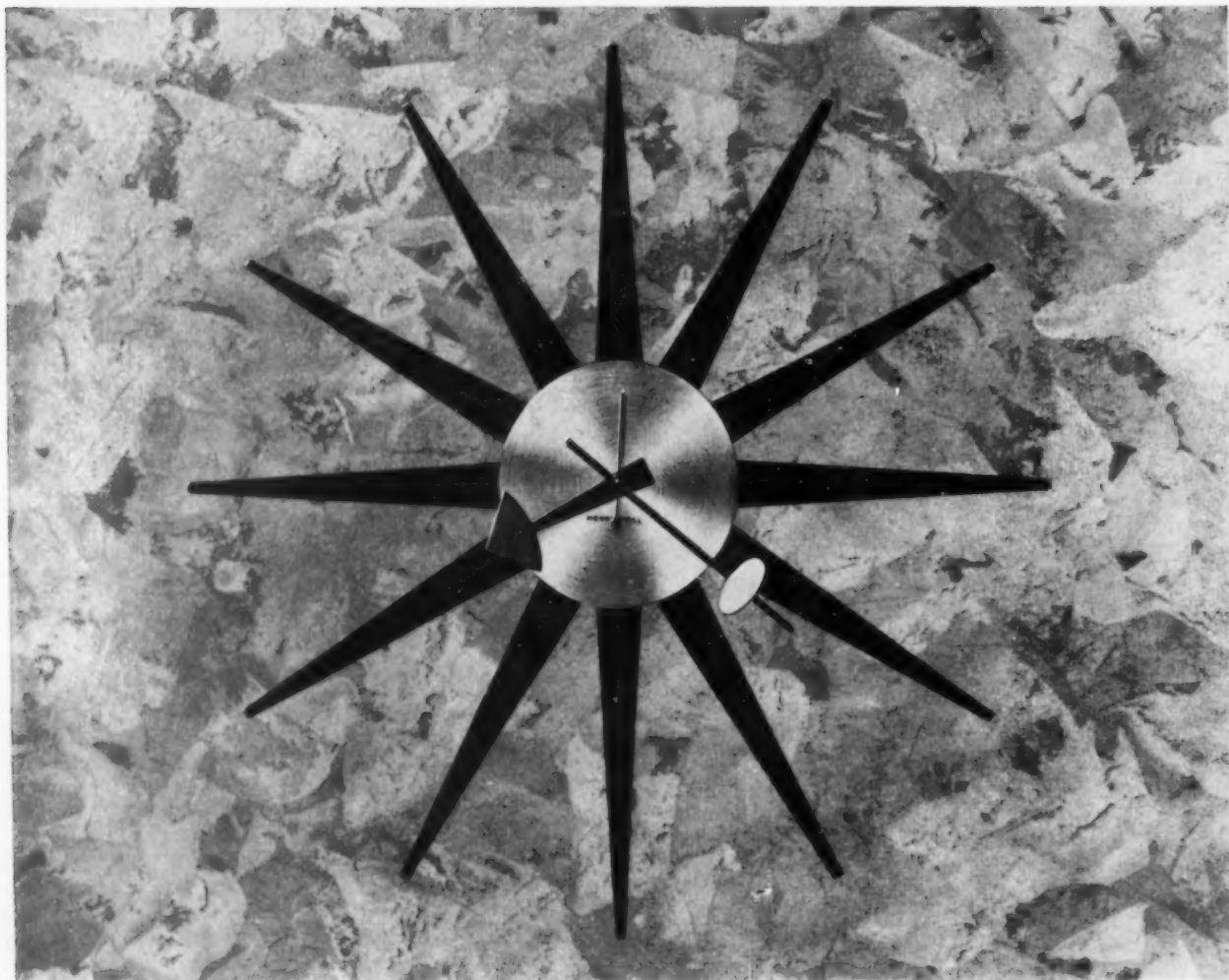
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Honeywell Announces

New Exclusive



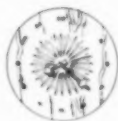
These clocks are part of Honeywell's proved and dependable ClockMaster system



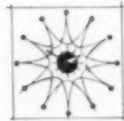
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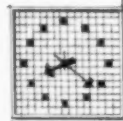
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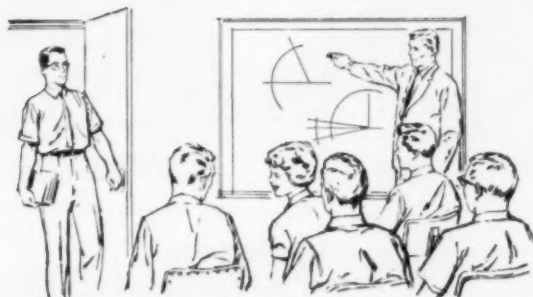
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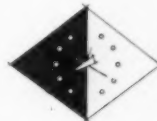
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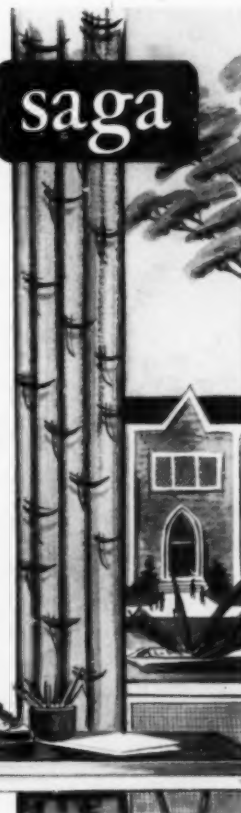
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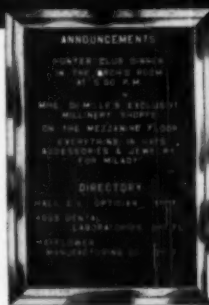
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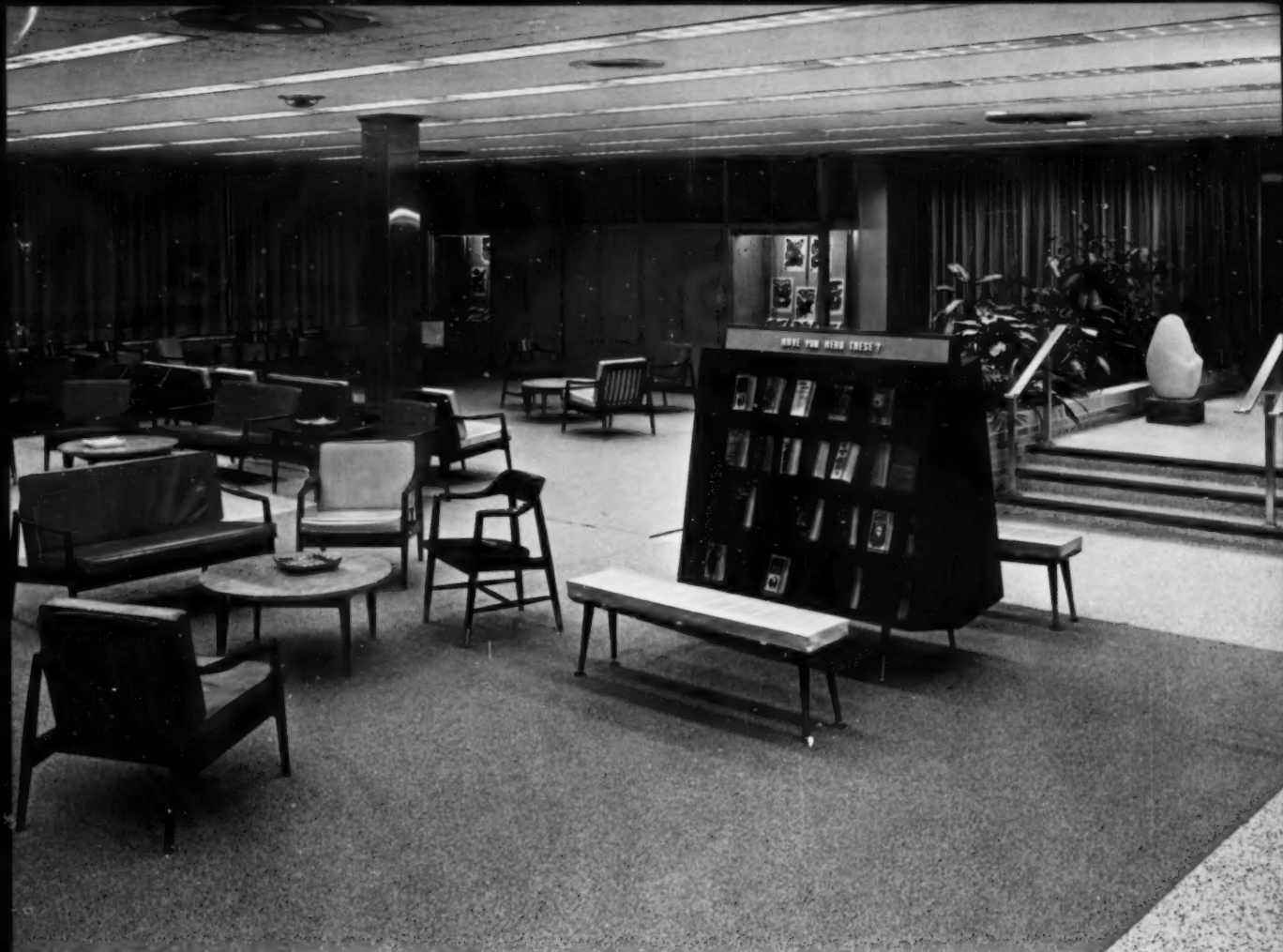
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See reverse for "a look around a 'New Life' library" ▶

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This beautiful lounge area is designed for restful, easy reading. The furniture is graceful, yet sturdy, and is designed to complement practically any decor.



the "New Life" library at Kent State University in Kent, Ohio



Card catalog, shelving, reference tables, and stools are featured in this view of the catalog and reading area. The size of this three-floor library requires considerable reference and cataloging facilities, properly arranged for heavy traffic.

Catalog Card Unit, No. 191-72
Shelves, No. 120 and 121
Stool, No. 165

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Another reading, lounge, and study area, one of many in Kent's library shows a variety of "New Life" units. Rectangular and circular tables, individual study tables at left, and lounge furniture, right, are arranged in an inviting, attractive manner.

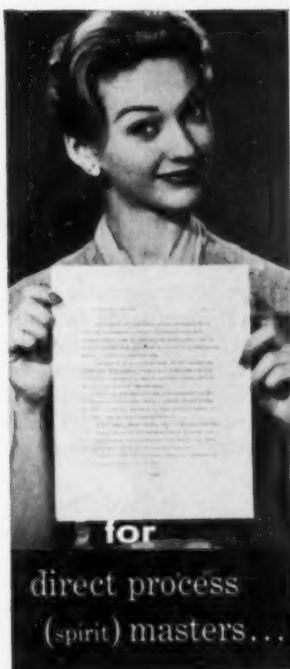
Rectangular Table, No. 210
Study Table, No. 216
Settee, No. E842
Magazine Table, No. 200
Round Table, No. 214
Lounge Chair, No. E840
Chairs, No. 360

Other views of this beautiful library are shown on the reverse of this page. The library at Kent State has a book storage capacity for 550,000 volumes and a seating capacity of 1,400. The library is housed in a three-story building which provides 87,788 square feet of space.

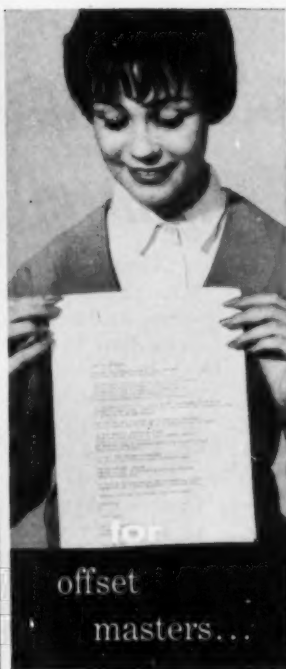


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The showers are the progressive type, used primarily for warming up or cooling down on entry or exit to pool or gym. Located in what was once unused space, they are arranged in three double tiers, one set at 95°, one at 100° and the other at 105° by means of three Powers Hydroguard Thermostatic Controls.

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*Niles Township East Community
High School*

*Architect: Edwin C. Bruno, A.I.A.,
Skokie, Ill.*

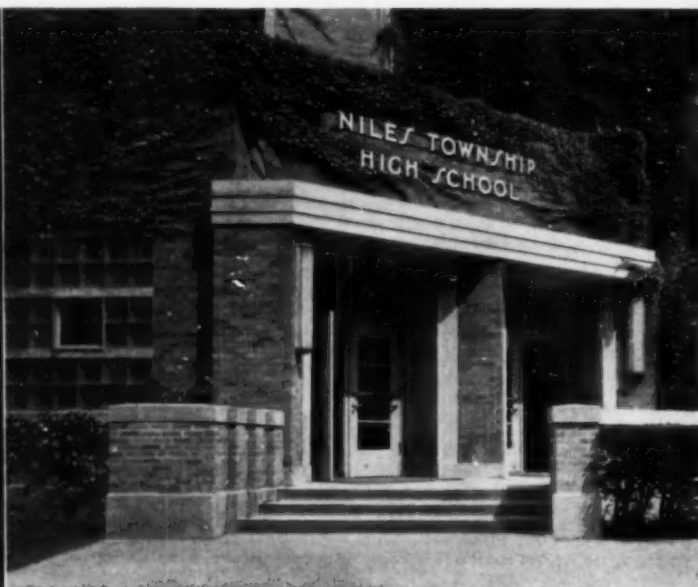
*Consulting Engineer: John S. Horner,
Libertyville, Ill.*

*Plumbing Contractor: Chas. Conrick Co.,
Chicago, Ill.*

Head Custodian: Jules P. Roels

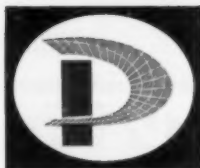
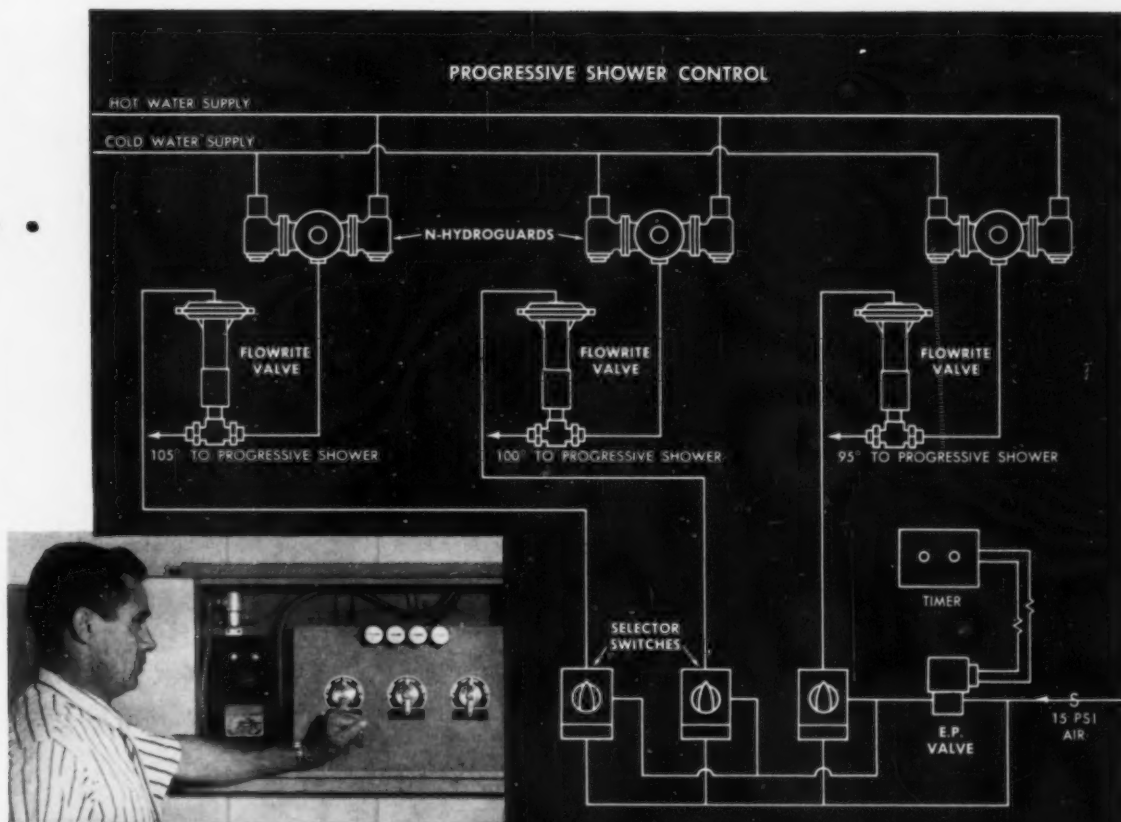
*Upper photo on facing page shows Jules P.
Roels at the operating panel.*

*In lower photo, John S. Horner and Edwin C.
Bruno stand at pool end of shower.*



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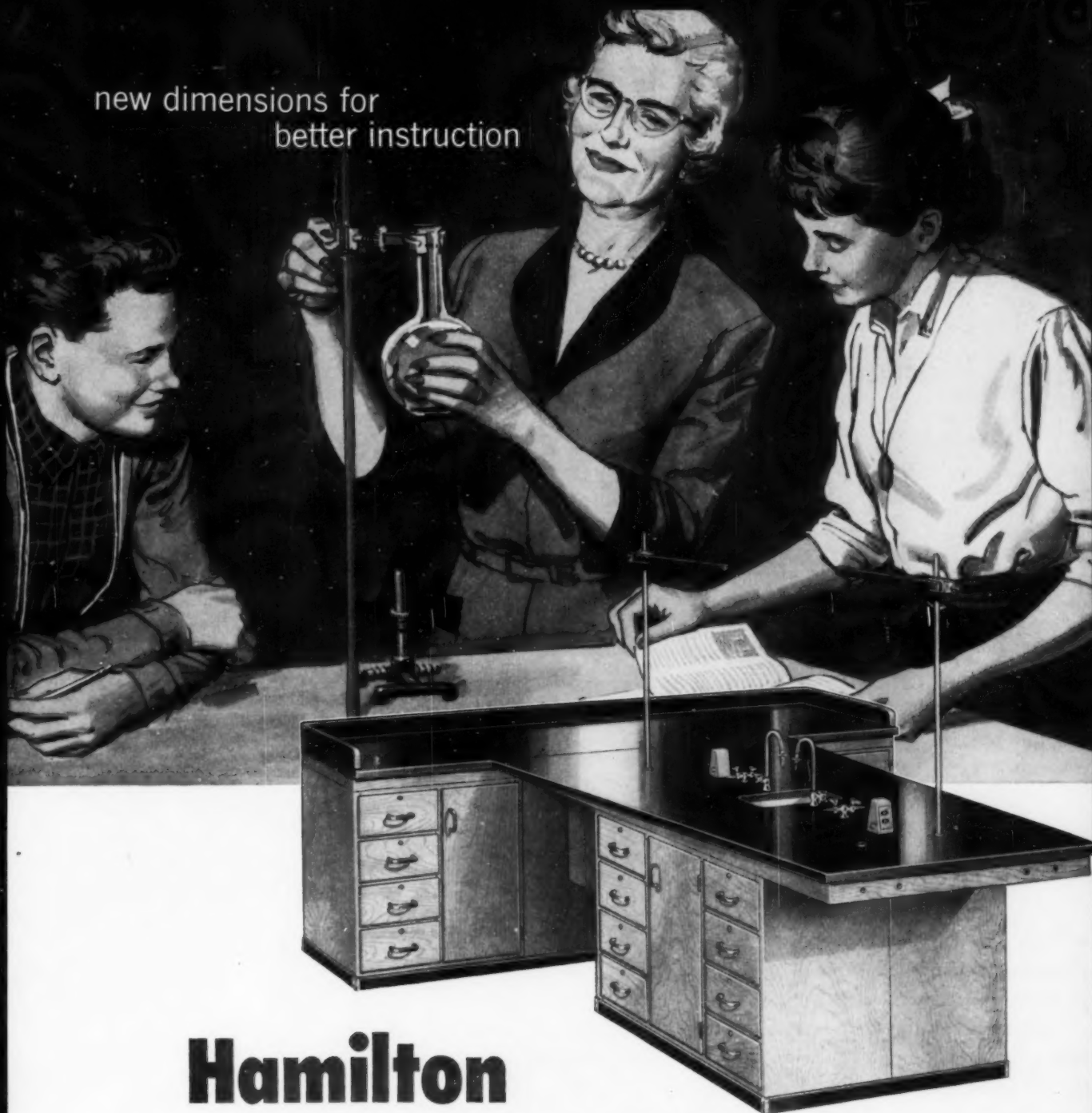
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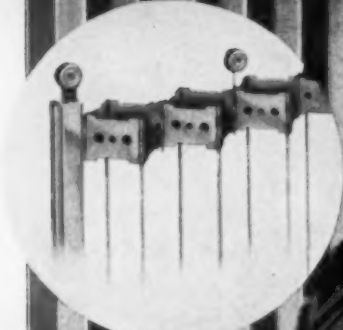
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Should Colleges Help Change Value Systems of Society?

Royce S. Pitkin

President, Goddard College, Plainfield, Vt.



THE values of a society can be determined by the kinds of behavior that receive approval and disapproval and by the kinds of rewards that are given.

For example, one of the value systems in American society operates in such way that lavish public attention is bestowed on a small number of stars in television and the cinema. This attention is supplemented by very high monetary rewards. Similar recognition is accorded superior athletes.

Salaries paid business executives, as well as the frequency of their appearance on the governing boards of colleges, schools and service organizations, indicate rather clearly another kind of behavior that is highly valued in contemporary America. The priority given methods of violence as opposed to methods of human understanding and negotiation in the conduct of international affairs is an expression of the value system.

Among college people there is a good deal of talk about the prevalence of conformity among students, and the assertion that the college student of this era lacks creativity and originality. If one were to judge by words alone, the inference might properly be made that colleges value creativity and originality more than conformity. However, if we apply the test I suggested, the conclusion might be quite different. The prevalence of required courses, extensive dependence on the lecture system, now augmented by closed-circuit television, the prescription of specific subjects for college admission, and the widespread use of paper and pencil tests supplemented by unscientific marking systems indicate that in reality college faculties seek, approve and reward conformity and tend to disapprove and restrain creativity and originality.

I have given these illustrations simply to suggest that the value systems by which we live are to be found in the ways we behave. If it is true that our values become established by the choices we make and the things we do, it follows that an educational institution is continually revealing its value systems.

If a college faculty really places a high value on independence of thought, we should expect to find teachers encouraging students to pursue their own interests, follow their own hunches, select their own

courses, carry on independent study, and be responsible for their own learning. If a college faculty values maturity among its students highly, we should expect to find situations in which students are treated as adults, are given adult responsibilities, and have their opinions sought and considered with respect. If a college faculty values morality highly, we should not expect to find a system of marks and grades that encourages students to cheat in order to gain academic recognition and job placement; nor should we expect to find that the chief inducement to study is a mark; we should not expect to find young men being lured to college by subsidies for their athletic prowess.

If a college faculty values highly the search for truth, we should expect to find that students are encouraged to question the pronouncements of teachers and administrators, to examine commonly held assumptions, to express doubts, and constantly to be on the search for new sources of knowledge.

I heard of a college that requires its students to sign statements of belief regarding the nature of the universe and man, at the beginning of the college year, and to declare that they will continue to adhere to those beliefs as long as they continue to be associated with the college. It seems quite clear to me that such a college does not regard the search for truth as an important element in its value system.

Should colleges reflect or help change the value systems of society? The answer depends on our conception of the nature of education. If the educational process is a matter of inquiry, of searching, formulating and testing hypotheses, of acquiring and criticizing knowledge, can values remain undisturbed? If education is a process of exploring the nature of man, of seeking meaning in one's life, of understanding the cultures of other peoples, will values persist unchanged? If we conceive education to be a process by which each person discovers himself and develops his creative abilities, can the values of society continue unaffected? If education is a way of living that leads to better living, is it possible for values to remain unaltered? And who seriously advocates an education that excludes these things?

LOOKING FORWARD

A Plea for Modernization

THE staggering financial needs of American colleges — now and in the next 10 years — threaten the future of higher education in the United States unless the schools modernize their financial planning and fund raising methods," warned Walter L. Darling, Chicago consultant to colleges and institutions. He made the statement at a meeting of 70 Midwestern Catholic administrators held recently in Chicago.

To meet this problem, Mr. Darling proposed a comprehensive three-part plan consisting of:

1. A complete analysis of the institution's patterns of income and expenditure, its sources of income, and its future financial needs.

2. Formulation of a program which covers the long-range financial needs of the college and which spells out the means of fulfillment through internal economies and more effective fund raising.

3. Implementation of the program on a permanent basis. This includes cost control, public relations, fund raising, and capital development.

This would seem to indicate that most colleges are conducting their fund development programs on a hit-and-miss basis, with the result that much of their effort is ineffective. As Mr. Darling has pointed out: "The bulk of educational endowment money is going to fewer than 1 per cent of existing colleges in the United States. Obviously the remaining 99 per cent must redouble their efforts, and probably change their methods, to fulfill their educational missions."

If this statement is true, it is high time that higher education get its house in order in a hurry. It is natural that philanthropists and corporations will favor those colleges and universities that have demonstrated competence and established clear-cut objectives. Nobody likes to invest in a losing proposition, and a college that gives evidence of a lack of direction or objective may well be considered a losing proposition.

A Good Idea

MIAAMI UNIVERSITY, Oxford, Ohio, has hit on the idea of asking prospective freshmen to come to campus in July in groups of 150 for two days each. Registration, testing, counseling and indoctrination are undertaken at that time. Each student is asked to bring one or both parents, who are housed in student residence halls while their son or daughter completes registration.

One purpose of this procedure is to make it possible for the parents to learn more about college problems and policies — and themselves.

The relaxed tempo gets both students and parents off to a good start. Administrators make a sincere effort to make parents a part of their children's higher education. It gives Mom and Dad an opportunity to be better informed about their investment.

It sounds like a pretty good idea.

What Kind of Federal Aid?

THERE has been a lot of loose talk regarding the propriety of federal aid to education. Douglas M. Knight, president of Lawrence College and editor of "The Federal Government and Higher Education," contends that arguing whether to accept or reject federal aid is beside the point.

Conspicuous evidence is presented in the volume to indicate that all institutions, in one way or another, have been the recipients of federal aid to education. It is important therefore, the author contends, to know what is happening. "Too many programs of genuine urgency are being successfully carried on to allow any of us the luxury of scorn, but too many plans are in part the result of political expediency and compromise to allow us the comfort of knowing where the relationships of the federal government and higher education are headed."

It is imperative for higher education to define its aims and objectives now, Dr. Knight asserts. "It is not too strong to say that unless we define our purposes with complete clarity now, we shall find ourselves hopelessly and dangerously confused by 1970." In a study of this problem there "stands something far more important than the question of what the federal government can, should or might do in the field of higher education in the near future. We are really concerned with the question of what national policy is best for higher education itself."

As the president of a small Midwestern liberal arts college, Dr. Knight has presented an objective analysis of a very complex problem in his discussion of the issues inherent in a program of federal aid to education. "The Federal Government and Higher Education," consisting of background studies and the final report of Columbia University's 17th American Assembly at Arden House, and published by Prentice-Hall, Inc., is "must" reading for every college administrator, regardless of whether he is identified with a public or private institution.

**When choosing a site for a new plant
or for a branch office**

Industry Likes To Locate Near a College or University

S. V. Martorana and Archie R. Ayers
U.S. Office of Education, Washington, D.C.

THE business and industrial enterprise of this country has reached a pervasiveness that touches every citizen directly or indirectly. Americans appreciate the methods and results of business. They admire the stress put on advance planning and sales analysis, and they hold in high esteem those "who get things done."

In the light of this, readers will be interested in the views that businessmen hold toward higher education in that realm where they are most concerned — the operation and expansion of their own business.

Origins of the Inquiry

Firsthand information on businessmen's views toward higher education was obtained as a part of a regional survey of needs and programs of higher education in the Tidewater, Va., area by staff members of the Division of Higher Education of the U. S. Office of Education.*

Studies of this particular type usually are undertaken when they are viewed as advancing sound statewide and regional planning for higher education throughout the nation. Although the Tidewater survey was done for the state at the request of the State Council of Higher Education, the original impetus was pro-

vided by the Norfolk Junior Chamber of Commerce and local citizens.

A canvass of the industrial community regarding socio-economic needs of the area for higher education programs, as well as other investigative procedures of the survey, early identified keen business interests in the expansion of post-high school programs of education. To acquire a better understanding of the functions and characteristics of higher education in an expanding business and industrial economy, however, the Tidewater survey sought comments and observations directly from businessmen in other sections of the country as well.

Sixty companies that had relocated or expanded plants recently were identified. Persons in the high echelons of management in these companies were asked specifically to give an appraisal of the extent to which the availability of college or post-high school education programs had been an influence in determining locations of new plants or offices of the company.

Findings

Most of the company officials wrote long and thoughtful letters setting forth the details of company position and policy regarding higher education as a factor in locating new enterprises. In response to the 60 requests sent out, 53 answers were received. All

respondents gave permission to quote their comments.

These letters were grouped according to the importance assigned to availability of higher education. The following classification resulted: (1) very strong, higher education a primary consideration, 16; (2) strong, higher education a strong but not primary consideration, 19; (3) higher education considered, but of little weight, 10; (4) higher education not considered at all, 8.

Almost a third of the 53 company officials reported that the quality and completeness of higher education programs in an area is a primary factor in their decisions on places wherein to locate new plants or offices. Approximately another third indicated that, even though higher education is not primary in such decisions, their companies are very strong for post-high school education programs.

Thus, two out of three businessmen reached in the inquiry reported a company position of strong value attachment to higher education.

Claimed advantages in having readily available and complete college programs ranged broadly. Some respondents saw values in employee participation in local educational programs. Others asserted that colleges provide a valuable reservoir of consultants who can be called upon almost instantly to help solve problems.

(Continued on Next Page)

*Martorana, S. V.; Hollis, Ernest V., and Others: Higher Education in the Tidewater Area of Virginia, pp 141-148. Norfolk, Va.: State Council of Higher Education, November 1959.



D. H. CAMERON
Vice President
Lockheed Aircraft Corporation

As D. H. Cameron of Lockheed Aircraft puts it:

"In short, the 'completeness' of college programs has had a marked influence on our decisions as to the place in which our business offices or plants should be located. As you know, the research, development, design and production of vehicles common to the air industry have grown increasingly complex in recent years. This has required those of us in this business to draw more and more upon the talents of professionally and technically trained engineers, mathematicians, physicists, chemists, astronomers, geologists, metallurgists and so forth.

"It is our experience that many people in these fields are reluctant to make a complete break with academic centers when they make their decisions to work in industry. These people have a continuing desire for three things: (1) the academic influence in a community that brings more complete opportunities for participation in cultural and philosophical activi-

ties; (2) the opportunity to study periodically under formal classroom conditions in order to remain abreast of the new developments in their respective fields, and (3) the opportunity, in many instances, to teach on a part-time basis.

"In fact, these appeals are so great to such people that companies which have not located in communities with good academic facilities often may find themselves in a rather difficult competitive position when it comes to recruitment and employment.

"As to your question regarding the kinds of college programs looked for by our company or industry, this would be difficult to answer beyond a very basic statement: The more complete the curriculums in fields of science, mathematics, engineering, business administration and liberal arts, the more attractive is the feature of education as one item to be considered in the location of a plant site."

D. H. Cameron, vice president of administration, Lockheed Aircraft Corporation, is quoted above.

Companies are discovering that many employees are more willing to accept employment in centers where good educational opportunities exist. Of course, the extent of this influence depends primarily on the type of personnel that the facility expects to employ. For example, the location for an engineering laboratory would be influenced to a large extent by the proximity of colleges that stress scien-

tific and technical programs, while the location for a manufacturing plant, which employs a small percentage of college trained people and a large percentage of clerical workers and craftsmen, would be less influenced. On the other hand, even noncollege trained parents want superior educational advantages for their children.

J. S. Harrison, vice president in charge of personnel and industrial relations, Aluminum Company of America, reports the experience of his company below.

P. D. Block Jr., vice chairman of Inland Steel Company, which does a multimillion dollar business each year, discusses this point at length on the opposite page.

Colleges and universities, beside serving as sources of full-time talent, provide valuable reservoirs of consultants for the industries. Comments from company officials imply that they can get top-grade consultants across the board only when their plants are located near high-quality graduate schools and colleges.



J. S. HARRISON
Vice President, Personnel and Industrial Relations
Aluminum Corporation of America

J. S. Harrison reports on employee reactions at Aluminum Company of America

"It is true today that many of our people are more willing to be transferred to those of our operating locations where good college and advanced educational opportunities are present. Many of our technical and

managerial personnel desire to pursue postgraduate activities in both technical and administrative fields, and obviously those locations where such facilities are available are in a favored position."

Inland Steel considers its younger men, wives too



PHILIP D. BLOCK Jr.
Vice Chairman
Inland Steel Company

"In attracting able young men, we must consider not only the attitudes and interests of the man himself, but those of his wife as well. . . . It is increasingly evident that those young men and their wives want to live in areas where there are not only educational opportunities but cultural resources as well, and where these conditions exist our ability to attract these able young men is considerably heightened. Our recruiting brochures reflect the emphasis put on educational and cultural opportunities near our largest plant."

"We have found it most beneficial to have the facilities of institutions of higher education near our operation. Our employees, particularly technicians and those with college educations, make continued use of educational institutions. Some of our employees regularly obtain their college educations during off-work hours and many obtain advanced degrees in this manner. Furthermore, our research and engineering departments make frequent use of the consultative services of faculty at nearby institutions of advanced learning."



A. D. MARSHALL
Vice President
General Dynamics Corporation

General Dynamics Uses Faculty As Consultants

For example, A. D. Marshall, vice president, General Dynamics Corporation, voices his company's conclusions at the right above.

The proximity of an academic institution brings opportunities for participation in cultural and philosophical activities. Some respondents feel that the public school system in college communities is better than those in noncollege communities. That these cultural resources are important to the wives and families of talented and desirable young men is attested

by the following statement from L. A. Wetlauffer, assistant manager, E. I. duPont de Nemours & Company:

"Some of the advantages observed in having college or post-high school programs available in or near a site are: (1) cultural advantages desired by employees and, to some extent, opportunity for further study by them, and (2) the observation that in a college community, the elementary and secondary school programs often are better than average. This point, of course, is of importance to the em-

ployees with respect to educational facilities for their children and has some significance for the company, otherwise, with respect to the employment of nonprofessional personnel."

In explaining that where all other things are equal, except for some difference in the quality and completeness of college education, his company would select the site where the educational facilities appear superior, H. I. Romnes, president, Western Electric Company, emphasizes the points given below. (Cont. on p. 32)

President Romnes of Western Electric emphasizes:

"The main benefits that we have experienced by having a college with advanced training available in the communities where our plants are located are: (1) undergraduate and postgraduate night school courses are available for those who wish to improve their education; (2) the students visit our plants, get summer employment while undergraduates, and, in many cases, become permanent employees when they graduate; (3) we

often employ members of the college faculty in a consulting capacity or as temporary summer employees. Through this, we get the advantage of their training and they become better acquainted with our activities and are in a better position to advise the students as to the opportunities our plants offer, and (4) there are usually more educational and cultural activities in a community where a college is located."



I.B.M. seeks out communities with colleges



N. M. MARTIN
Director
Planning and Construction
International Business Machines
Corporation

"A relatively high percentage of our employees are college graduates, particularly in the scientific and engineering fields. It is much easier to attract talented people in these fields if the communities in which they are to live and work are accessible to institutions of higher learning where they can further their studies. Second, our corporation attaches great importance to general educational programs for all our employees. As a result, we devote a considerable portion of our community survey work to analysis of available educational facilities. We review carefully the programs of these schools to determine what courses might be available to our people."

In this age of space and increasing emphasis on electronics and atomic science, companies are discovering new benefits in having the facilities of higher education near their operations. For example, N. M. Martin, di-

rector of planning and construction, whose department selects communities for the International Business Machines Corporation's future plants and laboratories, expresses his views in the box above.

Dow Chemical instigates extension centers



DAVID H. MORGAN
Director of College Relations
Dow Chemical Company

"This in no way minimizes the importance of education to our operations. The evidence for this statement is the extension center devel-

oped in Freeport, Tex., in cooperation with Texas A and M College and in Midland, Mich., in cooperation with the University of Michigan, Michigan State University, and Central Michigan University.

"These extension centers offer opportunities for our employees to obtain a master's degree in chemistry and chemical engineering in Texas and Michigan and the master of business administration in Michigan. In both centers undergraduate courses are also available. For residence requirements the company grants an educational leave at full salary with the student using his vacation as part of the eight, nine or 12 weeks required in residence. Several of our employees have also received the Ph.D. degree by taking these extension courses and a year's leave with company assistance. Both the employee and the company would benefit if universities were available for resident study."

A number of company officials were careful to explain that even though factors other than higher education were paramount in their decisions as to places where new enterprises would be located, they are nevertheless concerned to a large degree with the availability of post-high school education programs in the area. Many explained that these programs are particularly important to them if they include vocational training that may be useful in their particular industry.

A case in point is the statement of David H. Morgan, director of college relations, Dow Chemical Company, who mentioned the availability of essential raw materials, transportation, especially water, and markets for finished products. However, he added the comments appearing in the box at the bottom of the page.

Although eight of the 53 company officials indicated that higher education is not considered at all in new site selection procedures and policies, not one sounded a sour note on the subject. The majority of these eight officials pointed out valid reasons for not considering higher education or described their company program of assistance to higher education as in the following illustration.

Comments From American Can

William F. May, vice president, American Can Company, wrote:

"The accessibility of educational institutions affording post-high school or college education programs is a very minor to negligible factor in our decisions regarding new plant locations. The desirability or need for a new plant is determined almost invariably by the existence of an unsaturated market, and this is the primary consideration in the selection of a plant site. Other factors include the availability of transportation facilities and proximity to sources of raw material.

"Our company does have a broad program to assist education both from the standpoint of rendering aid to educational institutions as well as our employees and their dependents. This program has several facets that include scholarship awards for dependents of our employees, as well as employees below a certain age group, to assist these people to obtain a college education at a school of their choice."

RECRUITMENT and selection of new faculty members is an important process. Many colleges spend hundreds of dollars for traveling expense, interviewing time, secretarial help, and other details involved in faculty recruitment and selection. This is a wise expenditure but it is not enough. No recruitment and selection system is complete without a complementary plan for induction and orientation of the new faculty person. The orientation and induction process is vital to faculty stability; therefore, it must be well planned and carefully executed.

A new appointee may have an excellent academic background and even a good teaching record but now he finds himself in a new situation. If he is a first year teacher his training must be adapted to classroom teaching. If he is an experienced teacher his former techniques must be adapted to present physical facilities, teaching aids, quality of student body, methods of student evaluations, student counseling, extracurricular assignments, and administrative and departmental routine. All of these factors may be significantly different in the new position.

Factors of Happiness

Elton Mayo and others in the famous Hawthorne experiments have shown that happiness and good adjustment to a situation are not so dependent on salary and a fine physical plant, but rather on the sociological aspects of primary group relationships, acceptance by employing agency, living conditions, schools for the children, and a sense of belonging in general.

This emphasizes the fact that the first several months of a new faculty person's employment is a strategic time in his adjustment and future contribution to the college. If a college fails in these initial first impressions all the money spent in recruitment and selection is wasted. Orientation and induction complement the selection process.

R. Stripling made a study of problems facing new faculty members in 1952. His study included 83 college professors in 79 colleges and universities in 31 states. While his sampling was not large, he did get a good cross section of the feeling both geographically and institutionwise. He

Faculty Turnover

**can be reduced by a strong program
of orientation for new staff members**

Daniel Kauffman

Business Manager

Hesston College, Hesston, Kan.

ranks the 50 most frequent problems arising with new faculty members from most frequent to least often mentioned.

The first 15 problems are: (1) teaching assignment outside of teaching field; (2) understanding policies regarding student grading; (3) understanding the institution's legislative organization; (4) understanding faculty relationships to one another; (5) learning administrative routine; (6) getting a clear workable knowledge of the institution's philosophy; (7) acquiring secretarial help; (8) understanding policies concerning leave, travel expenses, and other expenses that take place for the benefit of the institution; (9) inability to get student's accumulative records; (10) understanding policy relating to promotion, tenure, and salary increases; (11) getting help to improve own instruction; (12) understanding faculty-trustee relationships; (13) faculty housing; (14) having opportunity to help plan the curriculum, and (15) establishing relationships with the people of the community.*

Most Problems the Same

All problems occurred in large and small institutions alike. The only problem that seemed to be more typi-

cal of the small college was the absence of written policies.

Ways of Improving

Every effort to resolve the aforementioned problems should be made. The following procedures for orientation and induction of new faculty members are proffered:

1. Introduction to a well written faculty handbook that gives the policies and procedure of the institution.
2. Adequate introductions to administrative officers and faculty at an informal social affair.
3. Naming of an administrator to whom the new appointee can feel free to counsel relative to administrative routine.
4. Naming of a senior colleague to serve as a counselor on classroom technic.
5. Special consideration on satisfactory housing.
6. Proper introductions to the community where the new appointee will live. In the small town the new faculty members might be introduced to some of the key businessmen and organizations such as Kiwanis, Lions and Rotary.

Colleges need to develop a strong program of orientation and induction. If this facet of the college personnel program is developed, faculty stability will be improved. ■

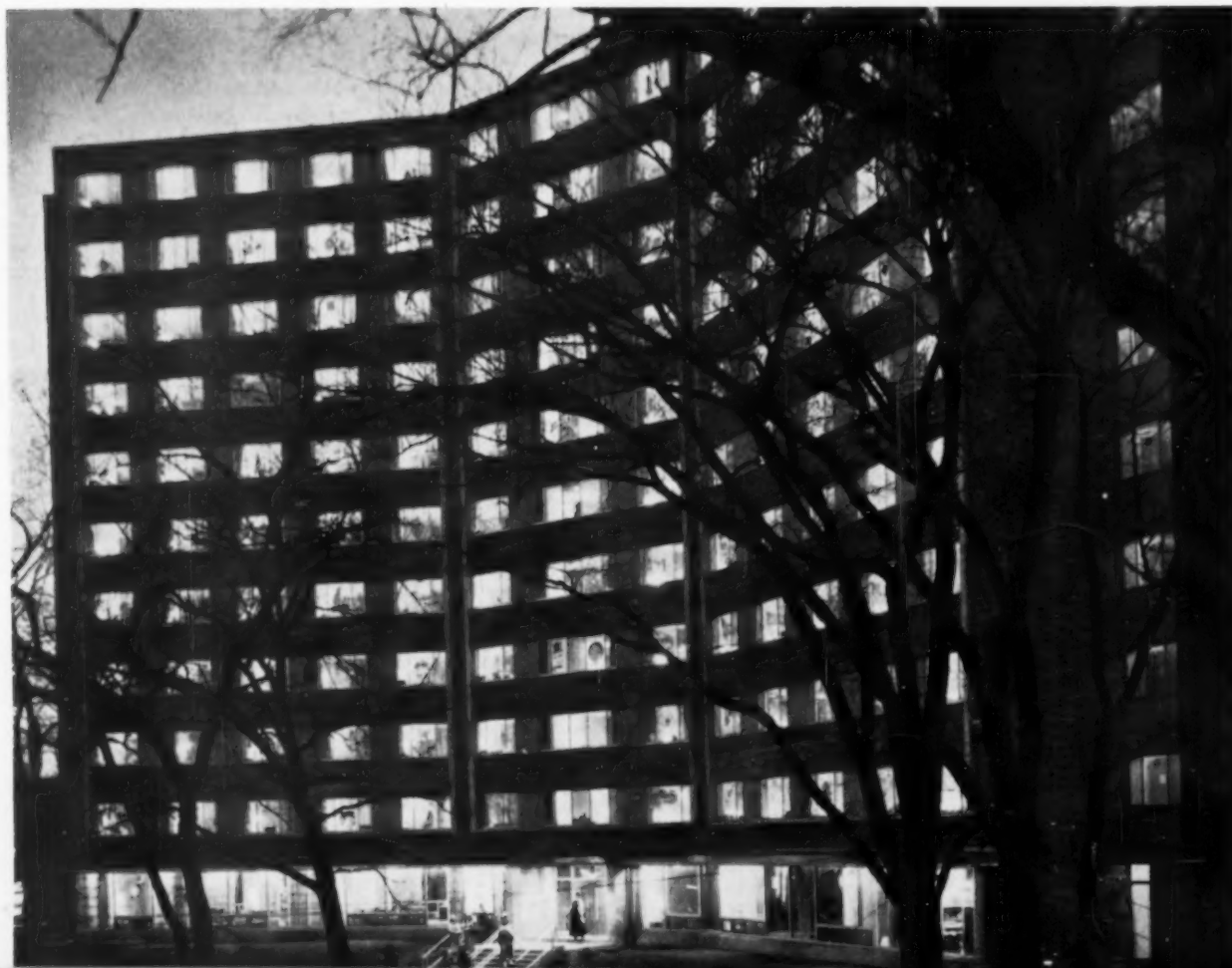
*Stripling, R.: Problems of New Members of the College Faculty, Clearing House, Vol. 22, p. 356-362, February 1953.



JOAN DROVER lives in Chadbourne Hall, the University of Wisconsin's new 11 story residence hall for women. From her room, she has an unrivaled view of campus, city and capitol.

Wisconsin Girls Are Living High —

CHADBOURNE'S spectacular exterior is of golden brick and terra cotta (see also cover photograph). The Y-shaped structure accommodates 678 women. Each of its 10 upper floors has three "houses" and a lounge.





ROOF DECK permits Joan to retain summer tan, as she enjoys a superb view of four lakes and the green countryside beyond.

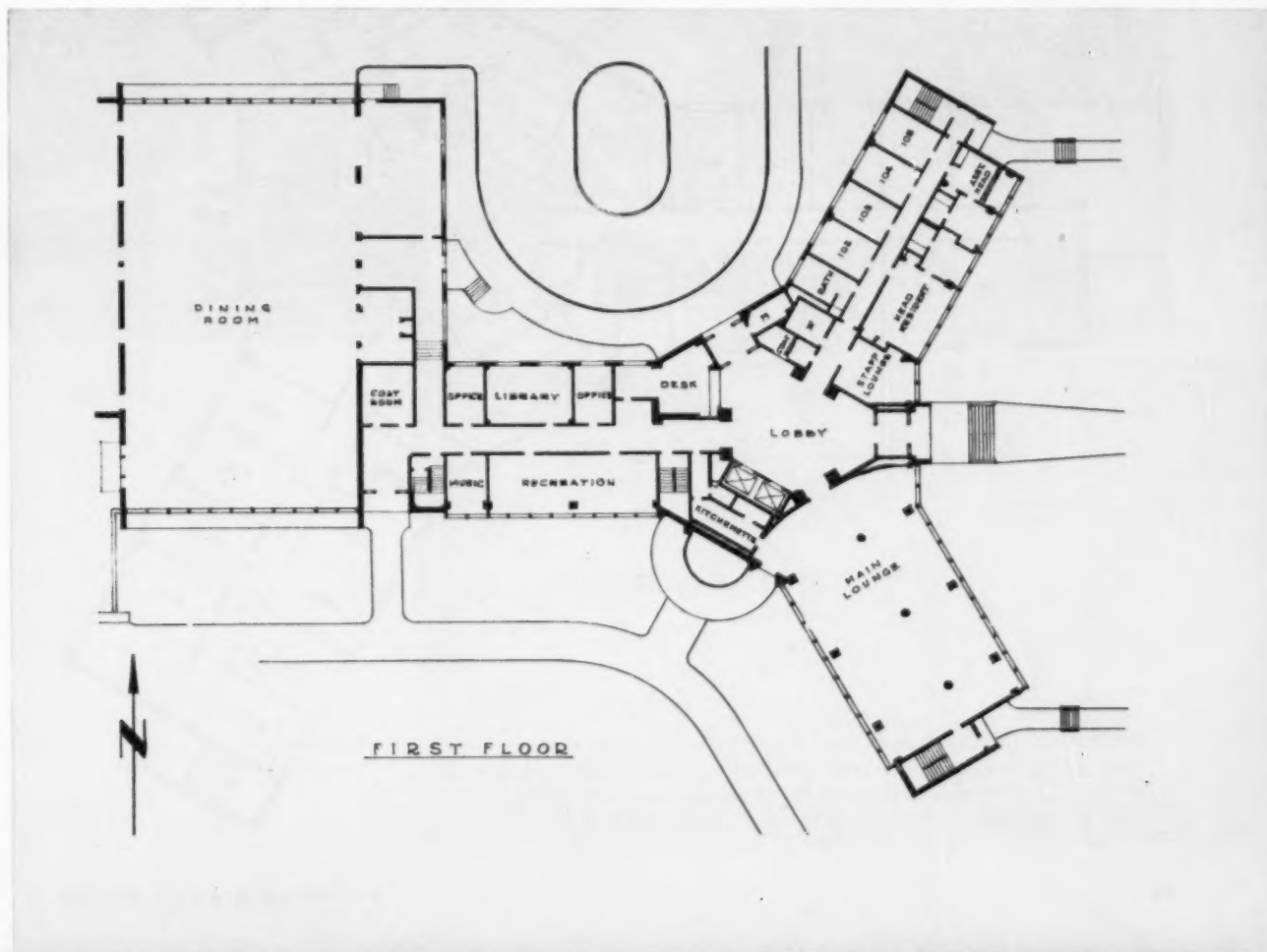
CLOSETS on either side of the bedroom door are covered by bamboo screens. Joan and her friends need walk no more than five doors down the corridor to the bath or lounge.



Up to Eleven Stories High

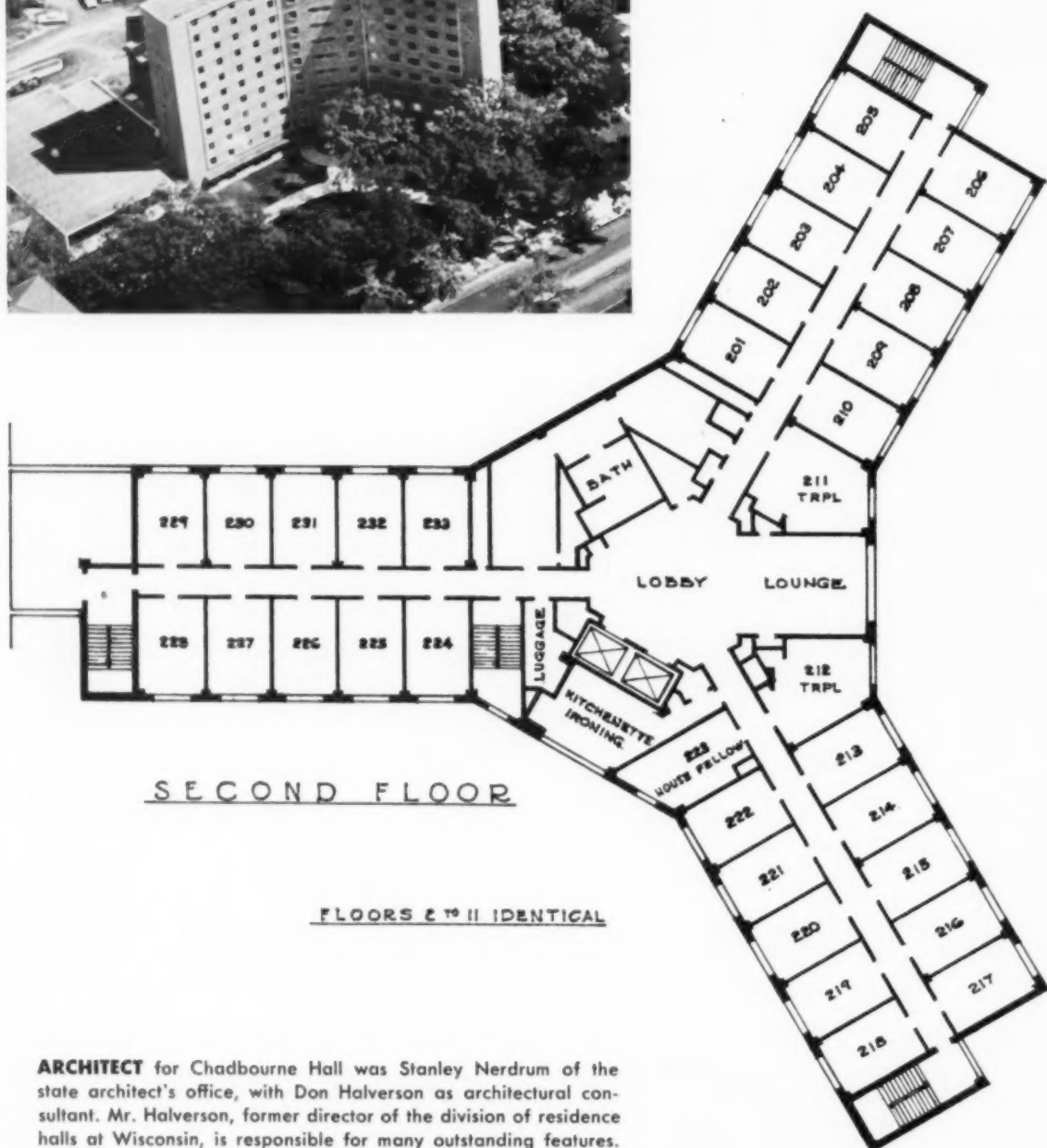
A picture story by JOHN CARLTON
with photos by DUANE HOPP

NEW HALL stands on the site of Old Chad. Earlier building and another women's hall were separated by a kitchen, which was retained when the old hall was razed. The new dining room and west wing adjoin it.





PRESTIGE to an already attractive campus is another Chadbourne Hall contribution. It stands at the very doorway to the campus, offering an impressive greeting to those driving along University Avenue, one of Madison's busiest thoroughfares.



ARCHITECT for Chadbourne Hall was Stanley Nerdrum of the state architect's office, with Don Halverson as architectural consultant. Mr. Halverson, former director of the division of residence halls at Wisconsin, is responsible for many outstanding features.

LOUNGE occupies a center position on each of the upper 10 floors. A bathroom, luggage room, and combination kitchenette-ironing room (see below) also are contained in the building's central core.



LIVING QUARTERS are highly modern. During the day the bedrooms resemble a comfortable lounge, the beds serving as sofas. On each floor of the hall are 30 double and two triple rooms, in addition to a room for the resident counselor, or "house fellow."



TRUSTEEMANSHIP—

ONE thing is certain about the uncertain decade ahead. It will serve demands upon the institutions of higher education that will keep trustees in a state of acute discomfort. Ordinarily, the trustees might be properly advised to relax into a state of honorable humility, devoting themselves to raising funds, naming buildings, and other modest pursuits that interfere little with the processes of higher education.

However, trusteeship in the Sixties will not be that easy. We know just enough about the unknown decade ahead to realize that trustees will be called upon to share with faculties and administration the torments and the glories of meeting great requirements. We know that the total student population will have to be doubled in the decade. We know that revolutionary changes in theory and in method will be sweeping through the arts and the sciences, human and physical. We know that American colleges and universities must produce the men and women upon whom we will place the responsibility of protecting our way of life against its declared enemies. We know that doing these things will cost much more.

The creation of the physical growth, which looks hard, will perhaps be the easiest. Americans have long been accustomed to building bigger. We have an enormous national income to tap to meet the costs.

Much more difficult and much more dangerous for trustees are the problems of assuring that the content of higher education in this decade will meet the demands of the decade; that the faculties and the curriculums they offer are right; that the technics and the facilities of the institutions are fully competent to the need.

Trustees, as well as faculty and administrators, need to be especially

alert to certain forces that may endanger sound growth. Three of these deserve special emphasis.

The first is what I call the vast proliferation of images in sight and sound. The great growth of devices now in process for the multiplication of images through film, tape, television and the like creates both a great opportunity and a great peril to higher education. The danger is that, unless education uses these devices effectively, its own technics for transmitting images and ideas will be overwhelmed by the power of the multiplier devices. The opportunity is that, by their use, the effectiveness of the educator in teaching and of the student in learning may be increased many-fold. Of course, their use may seem to shatter the old relationship between the teacher and the taught.

This is the risk that faculties must take, realizing that the greater risk is in failure to make use of them. After all, books turned out to be one of the greatest multiplier devices, and, somehow, learning survived their use.

The second force is the acceleration of specialization of knowledge. This means that those who seek to master their fields must more and more narrow the focus of their learning. In higher education, this is a powerful centrifugal force. It leads to the multiplication of specialties and the fragmentation of curriculum. As the specialties multiply, the pressures to increase the number of courses become more and more intense.

The third of these forces is the multiplication of technics. In this modern day, new technics bloom in the night every night and they must fascinate educators. Some are will-o'-the-wisps; some are the rightful concern of education. How, trustees must ask themselves, can higher education encompass computers, automation, outer space technics, and atomic applications without bursting?

So education's biological population explosion is intensified by these explosions of technics and knowledge and ideas. Can our houses of intellect stand up to the bombardment?

Responsible trustees cannot escape these issues for they are in the grain of the growth of higher education in the next decade.

These issues can best be dealt with when trustees insist on a long-range plan for their institution. This instrument first requires that faculty, administration and trustees think out and determine as best they can the real objectives of their institution. How large should it be? What fields should it cover? How well? How much faculty will it need? What will be its facility requirements? No long-range plan can be completed without giving some answer to these questions. No board of trustees can carry out its responsibility without setting its own decisions in the framework of its implicit or explicit answers to such questions. A long-range plan makes them explicit and that is what they need to be.

A proper companion for a long-range plan is a long-range budget, such as that suggested in "Financing Higher Education, 1960-1970."

The plan and budget should be specifically projected at least 10 years ahead and broadly projected another decade. They need to be reexamined and readjusted constantly. The mirage of the perfected university changes and moves off when approached.

The plan not only provides the essential framework for decisions of the current administration, but it also determines the place of each institution in meeting the nation's total requirements. More and more we must think of our educational responsibilities in the setting of regional and national need. Only by finding out from each institution what it honestly intends to do in the next 10 years can we ascertain whether

*From a paper presented at the 15th National Conference on Higher Education, sponsored by the Association for Higher Education, Chicago, 1960.

In the Sixties it isn't going to be easy

Ralph Hetzel

Trustee, The Pennsylvania State University, University Park

the nation's need will be met the way it should be. Only if the trustees insist that each institution establish its own future plan, relate its plans to those of others, and choose its own place, can we hope to keep the control of higher education in the hands of the peculiarly American institution of independent boards of trustees.

The long-range plan will be a device that can enable institutions of higher education to join together voluntarily on state, regional and national bases to meet jointly the needs that none could meet alone. If the institutions do not do this and equip themselves to do it well, then government authority will inevitably step in on the excuse that someone needs to assume the responsibility.

The establishment of a long-range plan also will carry trustees deep into territory where the footing is very soft. A plan requires decisions on what the curriculums will be and how they must be adjusted to meet the development of the institution. It has been said that upon the effective control of the curriculum depends the successful development of the liberal arts college. I see no reason not to extend this proposition to all institutions of higher education.

I do not suppose any hard and fast rules can be set to mark the extent to which trustees should involve themselves in specific issues of curriculum change, but it is certain that if they intend to carry out their long-range plan, and that plan represents a consensus of trustees, administration and faculty, the trustees do have a genuine responsibility to see that the administration of curriculums does conform to the needs of the plan. Certainly, they should accept this responsibility with the minimum possible interference with the prerogatives of faculty in determining the content of teaching.

Laissez faire in curriculum matters means the multiplication of courses.

It is clear also that such a process drives the student-faculty ratio opposite from the way it needs to go to meet the demands of growth.

It will take brave trustees to breast this tide, to keep undergraduates' work stoutly focused on essentials.

Most institutions will be facing the fact in their long-range plan that, if they expect real growth, their plan can be met only by important increases in the proportion of students to faculty. This change does not mean that willy-nilly every class should be larger. At the Pennsylvania State University, we have found that real strides can be made in giving teachers greater student coverage, while at the same time offering the closer relationship of seminar teaching to more undergraduates.

Aside from the constant pruning of curriculum, the other means of approaching this goal is through improving the technics of teaching and learning. For five years there has been a widespread development, vigorously encouraged by cash from the big foundations, of experimental work in testing and improving teaching technics. The results are promising and I think trustees have a responsibility for accelerating this trend. While they cannot themselves do much directly about teaching and learning technics, they can encourage and unleash their faculty and administration to experiment and to apply.

They can make clear what results they expect, emphasizing two primary aims: (1) to help students learn better, and (2) to increase the ratio of students to teachers.

The trustees of Pennsylvania State University have joined with the administration in a broad-scale program of educational experiment, including testing of appropriate class size, use of television, and a device called the pyramid plan, which brings advanced students into the teaching structure. I think we may be launching our own little Renaissance of fascination

with the teaching art, and others may find cause to follow suit.

One of the key issues for trustees in the next decade is to determine what will be the main sources of revenue to meet the future requirements of their institution. In my opinion, the most important part of the decision is how much of this revenue should be drawn from fees of students in relation to funds from other sources, public and private. Whether it is a good thing or not, it appears inevitable that the payment of fees by students and parents is going to bear an increasing share of the costs of higher education in the next decade. Trustees of each institution will have to decide how heavy a load they want to put on this source and, in making this decision, realize that it may also determine the kinds of students and the kinds of education that institution will have.

The question is a particularly crucial one for the so-called publicly supported institutions, based as they are on American tradition of easy economic access to higher education. Higher fees, of course, do violate that ideal. But a wide acceptance of long-term credit for higher education may mitigate the offense somewhat.

Just the prospect of these few issues, among many, should move boards of trustees to give prayerful thought to whether they themselves are appropriately organized and suitably constituted to grapple with the demands of the decade. I suggest that trustees test their present organization by asking whether they are as well equipped and organized as they can be to deal with the establishment and nursing of a long-range plan and long-range budget; the encouragement and overseeing of necessary adjustments in the curriculum; the fostering and review of the improvement of technics in teaching and learning, and determination of policies for financing their institution. ■



Penn State's new stadium seats approximately 45,000.

This Stadium Traveled 1½ Miles,

FOOTBALL this fall is being played inside a newly completed 45,000 seat stadium at Pennsylvania State University.

The first section of this all-steel deck type of stadium was built in 1934 with a seating capacity of 2400. Subsequent extensions and expansions boosted this to nearly 30,000 by 1949. Recent relocation of the old stadium and the addition of 15,000 new seats has increased the capacity by 50 per cent.

The stadium serves to demonstrate the effectiveness of long-range planning in the successful and economical solution of physical plant problems resulting from rapidly accelerating enrollments.

Studies begun at Penn State in the early Thirties were based on the prin-

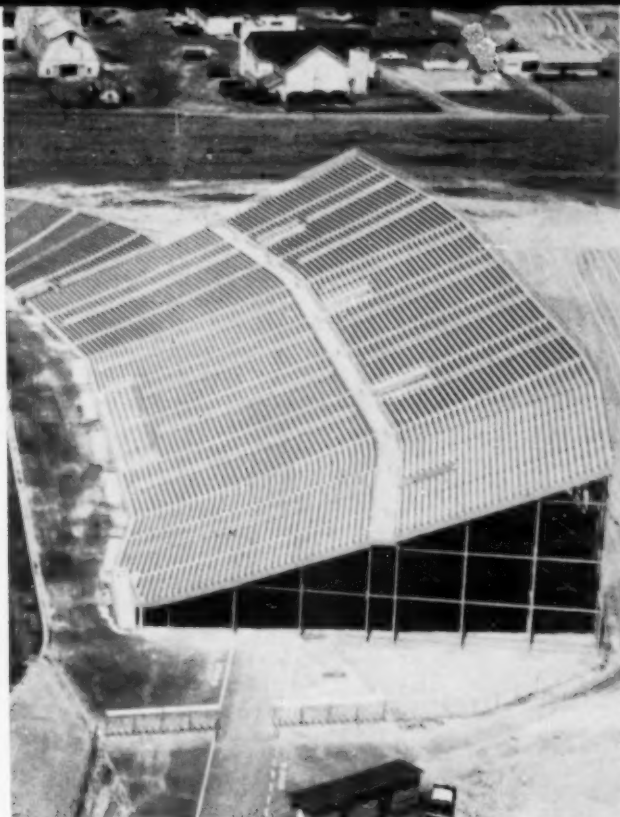
ciple of developing "a walking campus." To allow not more than a 10 minute walk from one class to another meant that most new academic facilities had to be built within a radius of half a mile from the center of the campus. All central campus space would thus have to be pre-empted, and Beaver Field facilities would need to be moved elsewhere.

About this time other studies were made of various types of stadium construction. (The old grandstands were wood, and some sections were structurally unsafe and had to be removed.) The decision to use the all-steel deck type of construction was based upon the following factors: (1) safety, comfort and convenience in conformance with the state building codes; (2) comparatively low initial

cost of construction; (3) reasonable maintenance costs; (4) feasibility of dismantling and relocating; (5) necessity for continuous expansion of the seating capacity.

In August 1934, the first contract for erecting this type of all-steel deck construction was awarded to a Pittsburgh firm. This firm handled the fabrication of the required 85 tons of steel deck plates, structural girders, columns and hand rails, as well as the complete erection of the grandstand. The new steel structure, a 20 row by 180 foot long stand, provided 2400 seats.

Subsequently, and over a period of years, each of the original wooden stands was replaced by additional sections of steel. By 1939, these additions expanded the facilities to two



Close-up view of reerection of old 30,000 seats.

and Picked Up 15,000 Seats

Walter H. Wiegand

Director, Department of Physical Plant Planning & Construction
Pennsylvania State University, University Park

40 row sections, each 306 feet long, increasing capacity to 16,400 seats. Additional extensions in 1948 and 1949, including erection of the horseshoe section on the north end, brought total capacity to nearly 30,000.

At this time, the university decided to build a four-story welded steel press box, 60 feet by 18 feet 8 inches. Located on the west side of the field, it provided one floor for the president and his guests, one floor for press, and a third floor for radio, television and photography personnel. A lower floor was utilized for service facilities.

In the early Fifties, enrollments were multiplying at an increased tempo, and it was estimated the stadium would become inadequate

for a growing student body, which was expected to reach 20,000 by 1960 and 25,000 by 1970.

In September of 1958, the board of trustees retained Michael Baker, Jr., Inc. of Rochester, Pa., as consulting engineers to make a complete study of existing stadium facilities. This study included an analysis of the projected requirements for relocating the stadium and expanding it on a new 60 acre site on the northeast edge of the campus. The site included sufficient space for parking up to 10,000 cars, baseball fields, running track, and a practice football field.

The consulting engineers' report verified the feasibility and practicality, from both an engineering and an economic standpoint, of relocating

and expanding the existing facilities. It also included recommendations relative to the following subjects: stadium seating line of sight; entrance and exit ramps; service facilities under the stands; plumbing, electrical and heating requirements; grading and drainage of the 60 acre plot; geological foundation explorations; location of football field in relation to the sun; automatic elevator installation for press box; team rooms, restrooms and concession stand requirements, and parking area surface and lighting.

After careful consideration of these studies, the university, in February 1959, awarded a contract for dismantling the existing stadium and press box, moving these 1½ miles and reerecting them on a new site,



Dismantling 30,000 seat Penn State stadium on old site. Complete 18 by 20 foot sections were loaded onto flat-bed trailers.

and within a completely new 15,000 seat structure.

It was important that the complete dismantling, moving and reerection should progress without disrupting the university program. Dismantling was delayed until after the 1959 football season, and the new construction and reerection of the stadium was scheduled to permit completion prior to the June 1960 commencement exercises.

By July of 1959, erection of the new 15,000 seat addition, utilizing 1280 tons of new steel, was begun. There were two sections, one on each side of the field, 30 rows deep, with 40 rows in front of the press box. At this stage of construction, visitors to the campus jokingly referred to the structure as the "stadium on stilts."

Following the 1959 football season, a dismantling crew went to work on the old 30,000 seat stadium. These stands were carefully dismantled and marked — 700 pieces of steel in all. Steel deck plates were loaded onto flat bed trailers in sections of 18 by 20 foot bays. These were transported to the new site 1½ miles away.

The last part of the structure to be dismantled and moved was the welded steel press box. This four-story structure was taken down by panels, moved and reerected. Because of the additional rows in the stands, it was necessary to elevate the press box 35 feet, bringing the main floor 66 feet above ground level and the top of the box slightly more than 100 feet above the ground.

By commencement time in June, the old stadium had been reerected within the new "stadium on stilts." During the summer finishing touches on the construction were completed, including final painting, sodding of the playing field, preparation of parking facilities, erection of scoreboard and ticket booths. By mid-August, the newly relocated and expanded facility was ready for action. It is now 70 rows deep on both sides of the field — from goal post to goal post — and 80 rows deep in front of the press box.

This facility can be expanded almost indefinitely. The next step would be to complete the 10 additional rows on the two sides of the field, bringing the seating capacity to well over 50,000. Other plans call for landscaping the area with native trees. ■

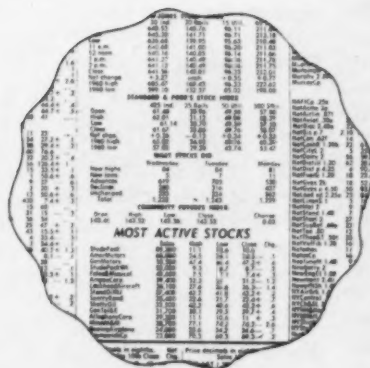
INVESTMENTS

'This is no time for defensive stocks. Anyone who mistrusts the stock market can buy interest bearing securities that yield more than any stocks. Buying common stocks for income today is neither desirable nor necessary'

Charles W. Buek

First Vice President

United States Trust Company of New York



IS IT right for a college to hold a stock that pays almost no dividend?" That question and the one, "Can we afford to hold I.B.M.?" are two that are commonly raised at meetings of those administering endowment funds.

Let us assume that I.B.M. is merely representative of a group of low yielding, fast growing, aggressively managed, major companies, generally known as growth stocks. To narrow down the discussion, my comment will apply to stocks yielding less than half the return available from other investment media suitable for endowment portfolios. To the question whether a college can afford to hold stocks of this kind, I would say that the average institution cannot afford to be without them.

Growth Stocks

My reasons for believing that low yielding stocks of the finest type should be held in nearly all endowment funds are these:

1. Low yielding growth stocks afford a satisfactory return on book value within a fairly short period of years. Our studies

From a paper presented at the National Federation of College and University Business Officer Associations, 1960.



Investments Cont.

*'A college treasurer or finance committee can
in exchange for a mere 1 per cent*

suggest that this might be a period of five years or so. We see no reason to believe that this will cease to be a fact in the years to come.

2. Carefully chosen companies that pay a meager dividend are plowing sizable amounts back into the business each year. Well run companies earn a good return on capital invested in their business, generally a higher return than a finance committee could obtain from the same funds invested elsewhere.

3. Rapidly growing companies invariably are marked by intensive and successful research. Research creates new products, new markets, and new opportunities, all of which assure future earnings and future values. This will be true whether or not we experience further inflation, and whether or not the economy in general advances rapidly.

4. The dividend return on a common stock has become an "index of unattractiveness" because the most desirable stocks have been bid up by investors to prices at which the dividends yield relatively little. On the other hand, issues in which knowledgeable investors have no interest sell at low multiples of earnings and at generous returns. Those who choose the low priced, high yielding stocks are betting that the market is wrong in its expressed preference.

It is exciting to say that you like to buy when others sell and that you prefer the stocks other investors have discarded. This is exciting — but highly unwise. Over the years the market has become one in which professional investors play an ever-increasing part. Where inexperienced persons once were making the market, there now are the managers of pension funds, mutual funds, and

even life insurance companies. The market has become a very wise market, and we are inclined to recheck our figures and our thinking when we find that the market disagrees sharply with our selections. Therefore, if the market has chosen low yielding growth stocks and rejected high yielding so-called "defensive" issues, we believe that the market is right.

5. Sometimes a finance committee will accept all of these points, and still maintain that the college cannot afford to hold such stocks. It contends that endowment funds must work hard and that every penny of income that can be realized must be realized. I believe that they sometimes lose perspective in this regard.

A recent study of college and university budgets revealed that endowment income averages less than 10 per cent of the year's budget. Obviously equities will not make up the entire endowment fund and growth stocks will never comprise all of the equity list. So the difference between the dividend income produced by one group of equities or another may work out to be as little as 1 per cent of the year's budget. In effect, a college treasurer or a finance committee can take all the life out of an endowment account in exchange for a 1 per cent increase in total annual income.

If you were to ask a college president which he could do more easily, cut the budget 1 per cent or add 25 per cent to the college's endowment fund, he would be quick to admit that such an increase in endowment was almost unthinkable. Yet, an increase of 25 per cent in the market value of an endowment fund, which has held a normal proportion of attractive common stocks in the last 10 years, has been a very modest increase indeed.

6. It is frequently argued that all this is history, and that a continued rise in the value of growth stocks

cannot be anticipated. I cannot prove that stocks will rise throughout the current year and, in fact, I believe they will work lower. But I am confident that over the next five years and in any five-year period in the future, the market values of the fastest growing and best managed companies in America will very probably go higher. We are still enjoying the benefits of successive scientific breakthroughs, and we are still awaiting the well publicized population explosion. Our economic machine runs more smoothly than it ever has before, and I am convinced that confidence and optimism will be handsomely rewarded.

Equity Ratios

The question still remains as to how many common stocks an institution should hold in endowment funds. There is no one correct answer, and I would be tempted to say that an institution should own all of the equities it can afford. This could mean anywhere from 35 to 70 per cent of the portfolio.

My previous statement that endowment income averages 10 per cent of the annual budget will not be true of all institutions. Where the ratio is much higher than 10 per cent, and where the dependence on endowment income is unusually great, that institution cannot afford to hold a full proportion of equities. It may have no choice but to hold a larger proportion of high yielding fixed income securities.

Another measure of the equity ratio is the availability of additional money for endowment purposes. A university having a large body of loyal alumni who could be counted on to provide millions in a capital drive can get along without growth stocks. Such a university is free to work its endowment funds hard, holding a smaller proportion of equities, and sacrificing growth prospects in the process.

take all the life out of an endowment account increase in the total income.'

On the other hand, an institution having limited financial support and, therefore, little prospect of substantial additions to endowment would be well advised to carry a large equity ratio and to stress growth stocks at the expense of current income. In no other way can it prevent its endowment funds from becoming inadequate as the college grows, or perhaps as a result of recurrent waves of inflation.

Formula Plans

Occasionally a finance committee will resort to the use of a formula plan to mastermind the purchase and sale of stocks. The intention of such plans is to dictate timely sales when stock prices rise, and to prompt judicious purchases when prices fall. The history of such plans is highly unsatisfactory. They prove to be inflexible in conditions that call for the utmost freedom of choice and movement. They are not adapted to change, and our investment climate changes rapidly. Perhaps their greatest weakness is that they are supposed to take the judgment out of common stock investing; they really have not done this at all, for the following reasons:

1. The committee must first decide what it will consider a normal proportion of common stocks, above which sales will be made and below which purchases would be in order. The choice of a normal level requires a major exercise of judgment.

2. Formula plans dictate action whenever the market moves by a certain amount. The size of these steps is an arbitrary decision requiring considerable judgment. If the steps are too small, action will be taken too soon. If the steps are too large, the market may move substantially without ever prompting any action.

3. The designers of formula plans soon learned that they should not base the plan on a level line, but

upon one sloping upward at some assumed rate per annum. More than one plan has come to grief because the slope of this line, reflecting the growth of the economy, was incorrect.

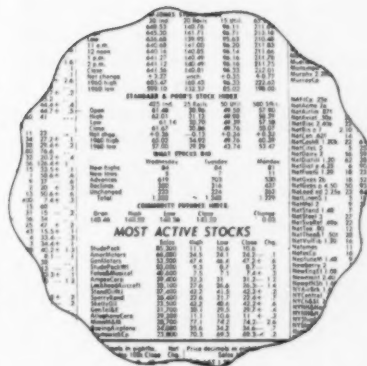
4. At least in recent years, the choice of common stocks has been far more important than the time of their purchase. Finance committees today need a plan that will lead them to Eastman Kodak and prompt them to steer clear of United Fruit. Formula plans don't do this most important job.

5. A final fatal weakness in all formula plans is that they are likely to force a committee to sell stocks when no other medium of investment is more attractive. One of the most important rules of investment is that in any program the purchases are more important than the sales. If you had refrained from selling stocks all through the 1950's because the alternative reinvestment in bonds was unattractive, you would have been right. The most successful funds finally sold stocks late last year, only when the reinvestment in bonds had become irresistibly attractive.

No Time for Defensive Stocks

Rather than attempt to vary the equity ratio, we would be inclined to vary the "mix." Even at prevailing price levels, some types of stocks represent much better value than others. At present public utility stocks seem more attractive than those in the construction industry. Similarly drugs and retail trade are more attractive than automobile equities. Such changes can protect common stock values almost as effectively as changes in equity ratios themselves.

This is no time for "defensive" stocks. At other times in earlier years, investors have shifted from growth stocks to defensive stocks because the market seemed high and they believed that defensive stocks would



decline less than others. They made this unpalatable choice because they had to have the income which such stocks produced. No such situation exists today. Anyone who mistrusts the stock market can buy interest bearing securities that yield more than any stocks, including the least attractive defensive ones. Buying common stocks for income today is neither desirable nor necessary.

Fixed Income Investments

In the field of fixed income investments more exotic media have been concocted, more exceptions to the old rules of investment have been made, and more compromises with quality have been permitted than would ever have been dreamed of 20 years ago. The great depression is now 30 years behind us, and we have had so little trouble that we are tempted to let the old standards of property value and earning power go by the boards.

In addition to bonds and debentures we now have mortgages, leasebacks, conditional sales agreements, and a long list of guaranteed obligations. The idea of leasebacks began quite simply with a few all-purpose buildings and warehouses. They had unquestioned resale value and the terms were liberal. It is now possible to finance oil tankers, coal barges, airliners, motels and even post offices. If you are too late to lend money on a supermarket, you can finance the counters and shelves.

In many of these cases, the name is a good one, but the property is questionable. We are told this does not matter any more. I am sure that it matters whether a property will have great residual value or none, even though it may not be reacquir-

ed for 50 years. At some time in the future your successors at the university will certainly care whether they have on their hands a warehouse in Dallas or a string of abandoned gas station sites in Saskatchewan. Even if both properties have value, one will present serious management difficulties and the other will not.

The borrowing power of a corporation no longer seems to be limited by its assets and earning power, but only by the resourcefulness of its general counsel. I do not mean to imply that these are not businesslike loans made in good faith, but I want to point out how far we have come from the old standards of reliable property values and the probable resalability of the properties pledged.

I believe that the possibility of trouble is very remote in mortgages backed by federal agency guarantees. Even here, however, it seems to me we are getting further and further from a conservative judgment of possible property values. Some big lenders no longer inspect F.H.A. and V.A.-mortgaged homes, or merely drive by a group of them. Even more doubtful as to future value, but very well protected by guarantees, are air base housing loans. I hope the day will never come when lenders must sweat out the value of housing at an obsolete air base. I am simply raising the question of why we bother to pledge specific properties behind loans if it is so inconceivable that we would ever be concerned with their value or earning power.

Private Placements

After all, there is nothing wrong with investing in ordinary bonds. At times of high interest rates, they offer a longer life than mortgages and leasebacks which are paid down in

part each year. Most of us make a practice of buying new offerings of bonds, finding that they yield considerably more than issues previously placed.

The real investment opportunity, however, is to be found in private offerings of bonds or debentures. Corporations desiring to borrow will pay well for the privilege of avoiding the trouble of registering the issue and entering into the risks of a public offering. Yields are high in private placements, and the only sacrifice an investor makes is the acceptance of limited marketability.

Private offerings are so popular with institutional investors, and so hard to find in the small amounts some institutions can handle, that there is a temptation here also to compromise with quality. It pays to bear in mind that the privately offered obligations of a well known corporation can be sold without great effort. On the other hand, if the name is unknown, developing a market for the securities under unfavorable conditions is almost impossible. Accordingly, one should be doubly careful to insist on quality when buying a private placement.

If offerings are not available in the size you can handle, a cooperative arrangement with another institution or a friendly insurance company often can be arranged. If a member of your board is affiliated with a large insurance company, he frequently can cut you in on a deal that his company is taking in a large amount. These informal arrangements are common and most helpful.

Foreign Investments

Most finance committees are properly hesitant to invest important amounts of endowment funds abroad. This does not apply to Canada, which is more closely tied to our own economy than any other, but does apply to Western Europe and the British Empire. There is little justification for investment in fixed income securities abroad. There is an added risk factor

in every investment outside of North America which cannot be compensated for by an added 1 or 2 per cent of annual return.

However, there is a real temptation to buy foreign common stocks which have the advantage of a more rapid growth rate than ours, and a less saturated market than ours. We recommend the use of the finest of these foreign stocks provided the total so risked remains relatively small. Investment in foreign stocks is not something that every institution should do, and it would be advisable to yield to the objections of board members who cannot be convinced of the need for it.

Overdiversification

Almost all institutions tend to overdiversify, and that is particularly true of their fixed income investments. When the quality is high, and particularly when considerable paper work is involved in negotiating the deal, it is important that the amount be worth while. Especially in a growing fund it would be well to look far enough ahead so that investments made today will not be disproportionately small five or 10 years hence. It is seldom possible to come back to an old holding of bonds and add to the very same issue, for it will seldom reappear in the market.

Overdiversification usually extends into common stocks where many funds have a little of everything and not enough of anything. That nearly defeats selectivity, for one never has 75 or 100 favorites among stocks at any one time. Institutions are free to change common stocks without paying a capital gains tax, and there is no excuse for carrying long lists of dead or dying wood.

Life in Gold Fish Bowl

The managers of endowment funds do not have unlimited freedom in their selection of investment media and practices. Their portfolios, and the changes they make from time to time, are subject to close scrutiny by



*'It is a mistake to leave investment matters in the
it is better to appoint a subcommittee of three men*

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The distillation of several years of trial and error in dealing with the tax problems of —



THE NONRESIDENT ALIEN

Robert B. Gilmore

Controller, California Institute of Technology

THE problems that arise with nonresident aliens usually are obscure, and it is difficult to find any single source of comprehensive information on the various aspects. In the hope that a concise summary may be useful to a college that has only an occasional nonresident alien appointment, the following information and remarks are submitted. This is the distillation of several years' trial and error and fairly considerable volume; for example, the California Institute of Technology employed 162 nonresident aliens during calendar year 1959.

We furnish prospective appointees who are nonresident aliens an information handout in advance. This handout also proves valuable to resident staff members who are sometimes called upon to answer questions and to correspond with prospective appointees. A copy of such a memorandum is shown on page 50.

Citizenship is the one area that is quite clear-cut. Each individual

knows and must state to the employer whether he is a citizen of the United States, and therefore a *citizen* for tax purposes, or whether he is a citizen of another country and therefore an *alien* for tax purposes.

Residence

Aliens then must declare whether they are a resident of another country, and therefore a *nonresident alien* for tax purposes, or whether they are a resident of the United States, and therefore a *resident alien* for tax purposes.

The employer is entitled to accept the written statement of the employee as to the status of his residency. However, it is wise for the employer to counsel the employee and to help assure the employee that his declaration will be valid. For example, if a person who is truly a nonresident nevertheless claims to be a resident alien, it is likely that his error will eventually be discovered by the

Revenue Service, with possible unexpected financial embarrassment to the employee. This, in turn, is a matter of concern to the employer who has brought the person to this country.

The basic point in determining residency is the intention of the employee as to when he expects to return to his home country. If his visa is temporary and for a definite purpose that would ordinarily be accomplished within two years, he would be a nonresident. In other words, he has no intention of remaining in the United States after completing the purpose of the visit. If the employee expects to remain in this country for two years or more in order to accomplish the purpose of his visit, he may declare that he is a resident of the United States. Residence need not be permanent, but may be temporary for two years or longer.

After an alien has been in the United States for two years and has no definite intentions as to when he



Every autumn brings its quota of foreigners to American campuses. While most of them are students, others serve as teachers or research workers

The tax problems of foreign scholars provide the business office with an opportunity for service to the academic staff. It takes care and good judgment to safeguard the interests of both university and visiting scholar

will return home, there is a presumption at that point that he is a resident of the United States for tax purposes, and he may ordinarily claim residence status at that time. This two-year period has no basis in statute, but is cited in Revenue Service publications on the subject of residency.

In any case, an employee who wishes to claim status as a resident of the United States should fill out Revenue Service Form 1078, in duplicate. The employer retains one copy and forwards the other copy to the director of International Operations Division, Internal Revenue Service, Washington 25, D.C. If an employee initially assumes the status of nonresident alien and at some future date his status changes to that of a resident, the procedure is the same.

Tax Effect of Residency

1. For withholding tax purposes and for determination of individual income tax liability, a resident alien

is treated in the same manner as a citizen of the United States. In other words, he may claim exemptions for dependents and his withholding tax is figured on the same tables or percentages as employees who are citizens of the United States. Income subject to tax includes that from sources abroad.

2. A nonresident alien, on the other hand, is subject to different rules both for withholding and for tax determination: (a) Withholding by the employer is generally at the rate of 30 per cent of gross earnings less a single personal exemption which is prorated at \$1.70 per day. (Special rules apply to citizens of Canada and Mexico.) (b) The income tax liability is determined on the basis of the tax return required to be filed, reporting income from U.S. sources. Regular tax rates apply. As in the case of withholding, the nonresident alien is permitted to claim only a single personal exemption. He may claim

certain deductions, generally travel, lodging and subsistence attributable to the U.S. income.

Refund of Excess Withholding

The income tax liability of the typical nonresident alien usually is smaller than the withholding tax. The university may agree to refund the excess withholding to the employee. After the close of a calendar year, the nonresident alien must prepare his tax return on the proper form, usually 1040 B. A nonresident alien employee may take his tax return, together with a form letter agreement and Form W-2 for the calendar year, to the nearest Revenue office (alien tax section) and request verification of the tax liability.

The Revenue Service will indicate its approval of the tax as calculated in the return, using a form letter usually furnished by the employer. When the employee presents the validated form letter a refund is issued to

CALIFORNIA INSTITUTE OF TECHNOLOGY

Nonresident Aliens Income Tax Information

In making salary payments to nonresident aliens employed in the United States, the California Institute of Technology is required to withhold estimated income tax. The amount withheld is fixed by law as 30 per cent of compensation in excess of \$600 per year personal exemption. Another salary deduction is the 3 per cent federal old-age benefits tax on the first \$4800, which applies toward eligibility for benefits at age 65, available in the United States. In addition, group life insurance is carried for all institute employees, for which the employee's share, a dollar a month, is deducted from salary.

For example, a nonresident alien employed at the rate of \$4800 per year, or \$400 per month, will receive the set amount of \$282 per month, as shown below:

Gross earnings for the month		\$400
Less: Federal income tax	\$105	
Federal old-age benefits tax	12	
Group life insurance	1	118
Net amount received monthly		\$282

The final income tax liability of the nonresident alien is not essentially equal to the amount withheld by the employer. It will be necessary for the visitor to file a tax return (Form 104 B) for each calendar year, prior to April 15 of the following year. Only one exemption (\$600) can be claimed in the return of a nonresident alien; the spouse and any dependents cannot be claimed as additional exemptions. A nonresident alien cannot file a joint tax return with his wife. Since the rate of tax often is less than 30 per cent, the tax return usually will show that a portion of the income tax withheld should be refunded by the U.S. Government to the taxpayer. It is possible for the institute to make this refund at the close of the calendar year, or at the termination of the taxpayer's appointment, upon approval of the Department of Internal Revenue.

Residents of the following countries, under certain conditions, may be exempt from income tax on their earnings as visiting professors, lecturers or instructors, under the terms of treaties between such countries and the United States:

Union of S. Africa	Denmark	Honduras	New Zealand
Australia	Finland	Ireland	Norway
Austria	France	Italy	Pakistan
Belgium	Germany	Japan	Sweden
Canada	Greece	Netherlands	Switzerland
			United Kingdom

The Institute will request official rulings on treaty exemptions from the U.S. Treasury Department; however, exemptions from withholding can be assured or granted by the Institute only after an official treasury ruling for each case.

(Resident aliens — those with immigration visas — are taxed on the same basis as U.S. citizens. Approximately 18 per cent is withheld monthly, with exemptions granted for each dependent.)

STATEMENT AUTHORIZING REFUND OF INCOME TAX WITHHELD FROM NONRESIDENT ALIEN EMPLOYEE

(In accordance with provisions of Revenue Ruling 54-584, C.B. 1954-2212.)
NAME AND ADDRESS OF EMPLOYER

This is to certify:

- That an income tax return (or returns) for the taxable year (years) 19____, based on your Refund Agreement and Statement of Wages Paid and Tax Withheld executed by you on (date of employer's refund agreement) has been filed by the employee named in Item 3 below.
- That (check one of the following)
 - ☐ Full tax liability was paid without claiming credit on the return for any tax withheld.
 - ☐ Credit for income tax withheld from wages was claimed only to the extent of the tax liability amounting to \$_____, as computed on the return(s) filed.
 - ☐ The return filed disclosed no tax liability and no credit was claimed on the return for income tax withheld.
- That you may release (refund) directly to (name of employee) income tax withheld from wages in the amount of \$_____. (signature)

District Director of Internal Revenue
By _____
Title _____

Date: _____
(official stamp)

the employee together with a revised Form W-2.

When a nonresident alien employee terminates his employment during a calendar year and is about to depart, the same procedure may be followed. After the employer has made the annual remittance to the Internal Revenue Service of the nonresident alien tax withheld, the refund cannot be made. Accordingly, the university can render a service to alien employees by arranging for them to obtain refunds before the funds are paid over to the government.

From the point of view of internal control, it is well to surround this refund procedure with very careful checks. A competent official should be designated to assist nonresident aliens in preparing their tax returns and should furnish the refund form letter. He should bring to the employees' attention the available deductions for travel expense, lodging and subsistence attributable to U.S. income.

Upon return of the letter with notation of Revenue Service approval, this official should formally recommend approval of the refund. The chief business officer should then approve the refund on the basis of the foregoing recommendation. After these precautions the refund may properly be issued. In its true perspective this refund feature may be seen as an opportunity to build good will for our country among scholars who will return to many foreign lands.

Tax Exemptions

Many tax treaties in effect between the United States and other countries have an important bearing upon the tax status of nonresident aliens. An excellent guide may be found in Information Guide No. 7 published by International Operations Division, Internal Revenue Service, with information to assist in ordering the full text of the respective treaties from the Government Printing Office. A "tax treaty" service is available from commercial tax service publishers. However, for the college with relatively few foreign scholars it is probably unnecessary to build up a file of such publications.

First, the treaty with France is a special case, as any person working in the "liberal professions" will be fully tax exempt on his compensation

received in the United States. This is very broadly interpreted by the Revenue Service and will apply even to technicians. This treaty provision is understood to date back to the days of Lafayette.

Then there are a number of treaties under which the compensation of nonresident aliens is declared tax exempt if the individual is a teacher, lecturer or instructor in his home country and has come to the United States for a period not to exceed two years and has come here for the primary purpose of teaching, lecturing or instructing. If he meets these terms his entire compensation will ordinarily be tax exempt. In certain other treaties the exemption is the same provided the visit is pursuant to an agreement, either between the two countries or between educational institutions.

If a person has come here primarily for the purpose of conducting research and is doing no teaching, or has teaching duties that are secondary or incidental, he is not entitled to tax exemption as a "teacher." There will be some unusual cases, not the general rule, where the Revenue Service will permit the exemption of that percentage of the total compensation that represents the fraction of his time devoted to teaching, with the remainder of the compensation representing nonteaching deemed to be taxable.

In any event, the university must carefully avoid placing itself in the position of determining the taxability or nontaxability of the compensation. In each instance in which the employee wishes to claim nontaxable status, a letter should be written by the university to the director of International Operations Division, Internal Revenue Service, Washington, D. C., setting forth a statement of the facts and, if appropriate, enclosing copies of correspondence leading to the appointment. In this connection, the appropriate academic dean should furnish or approve the description of the appointment. In due course the Revenue Service will respond with its ruling on the individual case. Ordinarily, pending receipt of the Revenue Service ruling, the university would regard the earnings as fully taxable. In rare instances, where the circumstances are clear-cut indeed, the university may decide to

Employer's Refund Agreement and Statement of Wages Paid and Tax Withheld

(In accordance with provisions of Revenue Ruling 54-584, C.B. 1954-2,212.)

District Director of Internal Revenue

Dear Sir:

This is to certify that _____ (employer's name and address)
has paid to _____ (nonresident alien employee's name and address)
a citizen of _____ (country of alien's citizenship), classified as a
nonresident alien, for services rendered and/or subsistence during the calendar year 19__ through (final date of employment), the amount of \$ _____
from which tax has been withheld in the amount of \$ _____

Upon receipt of the proper authorization from your office, we agree to refund the excess of the tax withheld over the amount of tax due on the appropriate income tax return for the year 19__, filed by the above named employee.

(name of employer)
By: _____ (signature of authorized officer)
Title

Subscribed and sworn to before me
this _____ day of _____, 19__.

Notary Public

take the risk of exempting the earnings in anticipation of a favorable ruling.

Scholarships and Fellowships

It seems to be a fairly common misunderstanding that the taxability of a stipend to the recipient is controlled by the terms of the gift or grant to the educational institution. Few fellowship stipends are tax exempt simply by reason of the terms of the sponsor's gift to the college. Rather, the possibility that payments to a nonresident alien may be exempt from income tax will be determined by the terms of the employment or appointment as between the university and the appointee, irrespective of the terms of the contract, grant or other fund source to which the payments may be charged. Admittedly, there are many agreements under which scholarship grants would be prohibited.

There may be some situations in which the university is making a scholarship or fellowship grant to a nonresident alien to aid him in research of his own choosing and to

further his professional education. In these cases, it is essential that there is no element of services to the employer or work in furtherance of a research program of the employer's choosing, or research selected by the supervisor or faculty sponsor of the nonresident alien. If the employee is assisting in the university's research project he is an employee, not a fellowship recipient.

The university has the obligation to recognize the employer-employee relationship where it exists and to explain the basis for its determination to the appointee. Enlightened academic administrators will not permit their colleges tacitly to encourage appointees to seek fellowship tax status for a stipend that is truly compensation.

With respect to fellowships or scholarship grants, the same rules as to exemption apply for aliens as for citizens. Predoctoral awards are fully exempt; postdoctoral awards are exempt up to \$300 per month, not to exceed 36 months for any one recipient. Internal Revenue Service rulings may be requested in doubtful cases.



John Dale Russell in Japan previous to student riots gives

THE violent political demonstrations by university student groups in Japan during the first half of 1960 have puzzled most Americans. Press reports have dealt mainly with the factual occurrences and have not given much enlightenment on the underlying causes of the outbursts. Many of my friends in the United States, knowing that I was in Japan from the latter part of August 1959 to the middle of March 1960, have asked me about the situation there. At the invitation of the editor of COLLEGE AND UNIVERSITY BUSINESS, I am glad to contribute a note which may clear up some erroneous notions and set the situation in what seems to me to be its proper perspective for Americans concerned about this country's relations with Japan.

Perhaps, in introduction, some indication should be given about my opportunities to study and observe the situation in Japan during my six or seven months in that country. I was there as visiting research professor in the faculty of education of the University of Tokyo. I served there as consultant to a group of university faculty members who were working, under a grant from the Ford Foundation, on a large-scale research project to appraise the educational developments in Japan since the end of World War II.

My particular assignment was to work on the section of the project dealing with higher education. The project was based at the University of Tokyo, and my office was in the library on the main campus of that

institution, in the Hongo district of Tokyo. My colleagues on the project were distinguished members of the faculty of education of the University of Tokyo and graduate assistants chosen from the students of that university. Also serving as consultant on the project was one other American, Dr. G. Wesley Sowards of Stanford University, whose interest was chiefly in elementary education. My wife accompanied me to Japan and was able to make some interesting contacts with the womenfolk there.

On the Hongo campus of the University of Tokyo was located the general headquarters of Zengakuren, the nationwide student organization that took a conspicuous part in the violent demonstrations. A number of students of the University of Tokyo were ar-



'Ike and U-2 Don't Come to Japan' shout fanatical leftist demonstrators as they climb atop the limousine bearing White House press secretary at airport.



United Press International Photos

his considered views on TURMOIL IN TOKYO

rested and held in jail for considerable periods while the police investigated their participation in the acts of violence. The graduate students and faculty members associated with our research project talked freely to us about their points of view and about the underlying causes of opposition to the course their government was taking.

During our stay in Japan we had opportunity to travel fairly widely outside of Tokyo and to visit a number of institutions of higher education, both in Tokyo and in other parts of the country. In these visits we conferred extensively with members of faculties and administrative officers. I made many friends among the Japanese professors and also among other Americans living in Japan. Many

of these have been in correspondence with me since our return to the U.S.A. A few of my Japanese friends have made visits to this country in past months, and I have been able to talk to them personally about events since I left. Without exception all these sources continue to reinforce the point of view I had gained while in Japan regarding the background causes of the political demonstrations. For these reasons I feel confident of the correctness of my interpretation of the situation.

Three important factors in the situation in Japan seem not to be well understood by most Americans. These are: (1) the attitude of the Japanese people against militarism; (2) the nature of the central government of Japan under the Kishi ad-

ministration, and (3) student life and organization in the Japanese universities. Each of these three factors must be explained rather fully if the situation in Japan is to be understood.

1. Anti-Militarism. The Japanese people have made a complete about-face in their attitudes toward militarism since the end of the war in 1945. For a long time prior to the attack on Pearl Harbor in 1941, the Japanese government had been under the control of a military clique that led the nation in the direction of a total conquest of all Eastern Asia. The military group stayed in power because of the successes of its armed forces and through a ruthless suppression of all political opposition at home. The school system was used to indoctrinate the young in the

ways of militarism. "Thought control" was used to prevent expression of opposing points of view.

With the surrender in August 1945, the Japanese people immediately laid the blame for their humiliation and suffering on the national leaders and their militaristic policies. The people's resentment at the loss of the war, and at the immense damage that had been done to property and life on the Islands, was turned against their own leaders, who had taken the nation down a wrong path. The new constitution, written with much help by the Americans in the Occupation Forces, renounces all intention of the use of military power and forbids the development of armed forces except in the very limited extent necessary for self-defense.

The great majority of the people of Japan have had their fill of militarism and want no more of it. This is more than just a vague love of "peace"; it is a firm conviction of a determined people who have suffered greatly in the past because of the mistaken militaristic ambitions of their former leaders.

2. The Kishi Administration. The national government in Japan is controlled at present by the so-called Liberal Democratic party, of which Mr. Kishi, as premier, was until recently the titular head. The name of the political party which Mr. Kishi headed is somewhat misleading. Time and again I was told that the party is neither "liberal" nor "democratic," but is instead extremely conservative and reactionary. The Liberal Democratic party has enjoyed the support of a substantial majority of the voters, drawing its strength mainly from the farm group, which is unusually prosperous in these times, and from the big-business and industrial leaders.

The main opposition party, the Socialist, has strong support by labor groups, but is distinctly in the minority at the polls. The influence of the Socialist party was further weakened by a recent split into two distinct parties, the main group being too far to the left to suit a substantial number of influential leaders who prefer a middle-of-the-road course. The dominant leaders of the Liberal Democratic party, because of their large majority in the Diet and their complete control of all cabinet

positions, could and did impose their will with only a nod to the usual parliamentary formalities.

The reactionary nature of the Kishi government can perhaps best be illustrated by some of the changes made in the educational system under the leadership of the Liberal Democratic party in recent years. One step was to take away the power of electing local school board members from the people of the communities, and to give to the governors of prefectures the power of appointing the local school boards. Increasingly there has been insistence on the use of a prescribed course of study in all the schools, prepared by the politically controlled ministry of education. In the prewar school system there had been a compulsory course in "morals" through which the government readily inculcated its doctrines of subservience to the emperor, filial piety, and the unquestioning acceptance of authoritative rule.

One of the first acts of the American Occupation Forces was to eliminate this course in "morals" from the curriculum. The Kishi government had ordered a restoration of a somewhat watered-down version of the "morals" course.

The teachers had stoutly but rather unsuccessfully resisted these intrusions of the politicians into curriculum-making. Writers of texts for the schools, now published privately, were required to conform to ideas expressed in official documents put out by the ministry of education.

The foregoing examples are just a few drawn from the field of education. In other areas there were also moves that many thoughtful Japanese citizens interpreted as an unwise reactionary trend in the Kishi government. Prime Minister Kishi himself, it was recalled, had an unsavory record as a member of the Tojo cabinet during the war, and earlier as an administrator in Korea. Many suspected that Kishi was bent on leading the nation back down the path of militarism; his efforts to strengthen the police system and to build up the "self-defense" military forces lent a good bit of color to this suspicion.

The mistrust of the Kishi government was not limited to the opposi-

tion party, for within his own Liberal Democratic party Prime Minister Kishi had many vigorous opponents. The votes of these opponents could always be counted on when necessary in the Diet, because of party loyalty, but within the party councils Kishi's leadership was often severely challenged and he needed much bolstering to maintain his position.

3. Student Life and Organization. In the Japanese universities student life and organization are considerably different from that in the United States. In both countries entrance to higher education is based on 12 years of previous schooling. In Japan the last three years of the 12 are taken in a senior high school devoted solely to preparation for university entrance. The first nine years are compulsory and tuition-free, but the three-year senior high school is not compulsory and it is not tuition-free.

Many young people go no further than the first nine grades. Many of these who do complete the senior high school course successfully do not feel able to take the examinations required for entrance to the university. Of those who do attempt the university entrance examinations, only 22 per cent have passed in recent years. The four-fifths who fail often study for another year and take the examination again, and sometimes again and again in subsequent years.

Of those passing the examination in a typical recent year, about 70 per cent are taking it for the second or third or maybe the fourth time, and only 30 per cent are able to pass on their first attempt after high school graduation. The number of students each institution may admit is controlled by the ministry of education.

Entrance examinations are a time of great stress and strain on those ambitious for a higher education. Announcements of the results of the examinations each year in March are usually accompanied by a wave of suicides among the unsuccessful. But for the fortunate student who passes the examination, and for his family, it is a time of rejoicing. In common American parlance, he "has it made," and can count definitely on graduation four years later, if his health and finances hold out. Failure is almost unknown, and virtually 100 per cent of those admitted graduate at the end of four years.

Attendance at classes is not required, and large numbers of students pay little attention to their academic courses. In Japan, the student seems almost to be required to know enough to graduate from the university in order to be admitted, but once admitted he has no further academic worries and is assured of eventual graduation. This is in distinct contrast to the American pattern, where entrance is easy to attain for any high school graduate, but to remain in good standing and to graduate usually takes the earnest efforts of most students. Many of the Japanese students take jobs to earn money so they can stay in school, just as American students do. But the academic requirements take relatively little of the time of those who do not intend to make a career out of scholarship in Japan.

Another conspicuous contrast between student life in Japanese and in American universities is the limited opportunity of the Japanese students for any kind of institutional experience other than their academic work. Programs of intercollegiate athletics, for example, are almost wholly undeveloped, except for a little baseball. University housing facilities for students are extremely limited, and most students live in rooms in private homes. There are no fraternities or sororities, and very few interest-group organizations. Students do not own automobiles as so many American students do.

Among students there is virtually no social life under institutional sponsorship. Despite the introduction of coeducation, few women attend the universities, and the ones who do attend are not husband hunting or interested in male companionship. Dating, dancing, parties and other forms of boy-girl relationship are almost nonexistent, and are indulged in only by the frowned-upon few who are following "Western" ways.

Student personnel services, so widely developed in the institutions of higher education in the United States, are in their infancy in the Japanese universities. Guidance and counseling, in the American sense, is rarely available for students in the Japanese universities. Professors have almost no contact with students outside the classroom, and the relations between the Japanese students and

their professors seem very strained and formal to an American.

The interests of faculty members are centered in their subject-matter fields and in scholarship, rather than in the development of the young people who enroll as students. It is not surprising that, in these circumstances, organizations of student groups in the universities may fall into the hands of unsound leadership.

In short, the students in the Japanese universities seem to an American to lead a rather bleak existence, especially those whose interests are not primarily in scholarship. They lack many of the outlets for their energies that are commonly available to students in colleges and universities in the United States.

Japanese students are a highly capable group. Just like young people all over the world, they have lots of youthful exuberance and enthusiasm. It is only to be expected that they may work off some of this energy in activities that older people think questionable. This happens also in the United States.

The Political Demonstrations. The three factors that have been outlined, in an oversimplified manner here, are by no means all the components of the situation that led to explosive demonstrations against the Kishi government in the winter and spring of 1960. The negotiation of the revised security treaty with the United States became the focal point for the dissenters. The whole affair of the treaty was handled clumsily and with little regard by the Japanese government officials for the deep interest the citizens of that country had in it.

Little information was given to the people of Japan about the provisions of the revised treaty before it was signed, and even when it was put up for approval by the Diet (the Japanese equivalent of Congress), information concerning it was only meagerly and grudgingly given. Some misinformation that got into circulation was not adequately corrected. Many of the Japanese people became suspicious of the new treaty, both because of the secrecy with which it had been surrounded, and because of the general lack of trust in the Kishi government that negotiated it. The question of the approval of the

treaty revision thus formed a rallying point for the opposition.

The student group took up the cause with great zeal. One is tempted to suggest that, if the security treaty had not been an issue just at that time, the students would have found some other burning question on which they could organize an open and highly vocal opposition to the Kishi government. The student participation in the demonstrations against the security treaty was led by the organization known as Zengakuren, a nationwide federation of the student groups in the various universities of the country. The organization has as its main function the expression of student opinion. In this respect it is somewhat analogous to the United States National Student Association, though the leadership and the methods of these two organizations are quite different.

Actually a small minority of the students enrolled in Japanese universities are members of Zengakuren, and an even smaller number are active in the organization. The leadership of the group was in the hands of a few dedicated persons of radical tendencies. Perhaps they had learned some of their lessons originally from the Communists, but they had gone so far beyond what even the Communists were willing to support that the student organization was completely and officially disowned by the Communists.

The violence of the actions of the small group of radicals in Zengakuren was embarrassing, not only to the rank and file of Japanese students who had no interest in such activities, but even to the other groups, particularly those in organized labor who held the same objective of opposing the ratification of the revised security treaty.

The plan of having mass demonstrations was adopted as the only available means of protest against what the opposition considered the unseemly haste of Prime Minister Kishi to ram the ratification of the treaty through the Diet without adequate opportunity for a full exploration of its provisions and their implications. The majority party in the Diet could eventually be counted on to vote for ratification, but the opposition did not want this done with-

out full debate, which would lead to an understanding of what was being done. Mr. Kishi wanted the ratification to be accomplished before his obviously waning popularity would require him to relinquish his post.

In the mass demonstrations of protest, originally intended to be peaceful, the violent methods introduced by the Zengakuren leaders cost the opposition to the treaty much support among the thinking people of the country. The more moderate leaders of the other organizations who were opposing the ratification of the revised security treaty tried hard to get Zengakuren to withdraw from the demonstrations.

The student group was officially thrown out of the coalition of organizations opposing the government's action. Nevertheless the Zengakuren leaders insisted on participating in the movement and used every possible means to whip their followers into a frenzy in the fully organized demonstrations. They were successful in disrupting the plans of Premier Kishi for the prompt ratification of the revised treaty.

The American press reported rather fully the violent demonstration, by the student group alone, which almost wrecked the terminal building at the Haneda Airport, in an unsuccessful effort to prevent Mr. Kishi from boarding his plane for the trip to America to sign the revised treaty. Even more fully reported was the humiliating personal attack on Mr. Hagerty when he went to Japan to arrange for the visit of President Eisenhower. Most embarrassing of all, even to the Japanese, was the success attained in causing the cancellation of the invitation to President Eisenhower to visit Japan. But eventually the students and other opposing groups were unsuccessful in their efforts to prevent the ratification of the revised treaty by the Diet. After this was accomplished, Mr. Kishi resigned, and the scene has since been somewhat more peaceful.

Mixed up in the whole situation is the factor of the foreign policy of the United States. To an objective observer, it appears to be the policy of the U.S. Government to support any kind of a political leader in power in a foreign country who is friendly to

the United States, regardless of his personal character or the kind of a government he heads. No matter if the leader in power is a ruthless and oppressive dictator, or the head of a loathsome system of bribery and theft of public funds, or a thoroughly objectionable man personally, he is heaped with laurels and strongly supported by our government in every possible way to maintain his prestige at home and to keep him in power, provided only that he is strongly "pro-Western."

All the ideals for which America stands in the minds of the people of the world — liberty, justice, the Four Freedoms, and all that — are tossed to the winds in American foreign policy, if only the foreign leader is on this side in the Cold War. Perhaps this is a necessary element in American foreign policy in these times, and it is not my intention here to criticize it, but only to point it out as an apparent fact, with some bearing on what happened in Japan.

This phase of American foreign policy was not understood by the Japanese who were opposed to Mr. Kishi's regime. They were amazed that the U.S. Government was officially on the most cordial terms with Premier Kishi.

When Mr. Kishi came to Washington to sign the revised security treaty, American officials really "rolled out the red carpet" for him, according to reports in the Japanese papers. He was even reported to have been given an honorary degree by some American university, an action totally inexplicable to a Japanese professor.

The Japanese knew that Mr. Kishi made the trip to America only to bolster his own waning prestige at home. Normally such functions are cared for by the foreign minister in the cabinet, not by the head of the state. But Premier Kishi fully expected that the demonstrated respect and friendliness shown him officially by the U.S. Government would increase his own prestige at home and prolong his occupancy of the leadership position. The U.S. Government fully cooperated to this end. In this situation, some of the resentment of the Japanese people against their own government turned against the U.S. Government and its leaders.

The violent demonstrations were clearly not an expression of any general anti-American sentiment, or of any personal animosity toward the President of the United States or any other American citizen. This was abundantly clear to me from my own observations in Japan, and it has been declared to me time and again by both Japanese and American friends who were there after I had left.

Though the Communists tried in every way to exploit the situation to their profit, the demonstrations were in no sense an expression of allegiance to Soviet Russia or Communist China.

The student participation in the demonstrations was a result of the same deep feeling among that group as among many others composed of more moderate and mature people who had the same objectives. The violence of the student group was mainly the result of youthful dedication to a "cause," and to the absence of other suitable outlets for their adolescent energies and interests.

In summary, the political demonstrations in which the violent action was chiefly taken by the student groups, in the winter and spring of 1960 in Japan, were basically an expression of resentment against the reactionary government in power in that country. The demonstrations were against their own leaders who, many thoughtful Japanese citizens sincerely believed, were taking them along the wrong path toward a return to militarism and a curtailment of democracy. America simply got caught in the middle in this struggle, as a result of the support given by the U.S. Government to this mis-trusted leadership in Japan.

Though the American support reflected only an eagerness to have a pro-Western policy maintained in Japan, this seemed to the opposition leaders a relatively insignificant reason for what they interpreted as an unwarranted American attempt to bolster up a distasteful regime. The violence against Mr. Haggerty, President Eisenhower's personal representative, and the pressures that led to the embarrassing cancellation of the President's visit, were in no sense anti-American, but were directed instead only against American support of the distrusted Japanese leadership.

A FILIBUSTER of unprecedented duration in the Senate of the United States in March of 1960 refocused public attention on the question of civil rights. They have been defined as "those limitations on governmental action which people enjoy and possess as a result of the enforcement of fundamental law." The philosophical basis for civil rights was established by the writings of John Locke (1632-1704) of England and Jean Jacques Rousseau (1712-78) of France.

The civil rights guaranteed by the Bill of Rights of the federal Constitution are limitations upon the powers of the national government alone. The Fourteenth Amendment, however, declares that: "No state shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any state deprive any person of life, liberty or property without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws."

The first civil rights legislation was passed by Congress in 1866, to implement the provisions of the Fourteenth Amendment. The first act conferred citizenship upon the recently emancipated slaves and granted them the privileges and immunities of citizens, with the right to the courts for the enforcement of their rights. The second act, passed in 1875, sought to ensure to Negroes the right to serve on juries. It also prohibited discrimination against Negroes in schools, public conveyances, hotels and theaters. However, this section of the act was rendered constitutionally ineffective by the decisions of the Supreme Court of the United States in the civil rights cases of 1883.

Much of the development of constitutional law in this country since the adoption of the Fourteenth Amendment has been concerned with the question as to just how the Supreme Court of the United States would construe the phrase, "due process of law," and to what extent the high court would equate the "privileges and immunities of citizens of the United States," guaranteed in the Fourteenth Amendment, with the civil rights specified in detail in the Bill of Rights in the first eight amendments. In other words, would

Civil Rights of College Students

T. E. Blackwell

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the court protect all the rights of citizens set forth in the Bill of Rights against encroachment by states and local governments? Only by degrees and only in part has the court been persuaded to take this step.

In order to protect the civil rights of Negroes in the South from encroachment by decisions of state courts, reflecting local public opinion, Congress has opened the doors of the federal courts to cases involving this issue.

The Civil Rights Act of 1948¹ authorized the federal district courts: "to redress the deprivation, under color of any state law, statute, ordinance, regulation, custom or usage, of any right, privilege or immunity secured by the Constitution of the United States or by any act of Congress providing for equal rights of citizens or of all persons within the jurisdiction of the United States."

Reformer Is Dismissed

Arthur Steier entered Brooklyn College, a unit of the public school system of the state of New York, in the fall of 1952. Apparently, he became convinced that certain of the student organizations were dominated too much by the college administration. He assumed the role of a reformer. After much controversy, he was dismissed from the college in December 1956. He appealed for readmission to the board of higher education and to the state commissioner of education. There was no question raised of discrimination based upon race, color or religion.

Failing to obtain reinstatement, he filed an action in the federal district court under the provisions of the

Civil Rights Act of 1948. In his complaint, he alleged that he had been deprived, without due process of law, of his right of freedom of speech and of equal protection of law. The trial court dismissed his complaint and he appealed. The following is an excerpt from the majority opinion of the court of appeals:²

"Education is a field reserved to the individual state. The only restriction the federal government imposes is that, in its educational program, no state may discriminate against an individual because of race, color or creed . . . To expand the Civil Rights Statute so as to embrace every constitutional claim such as here made would, in fact, bring within the jurisdiction of the United States district courts that vast array of controversies which heretofore have been raised in state tribunals by challenges founded upon the Fourteenth Amendment of the United States Constitution . . . Conceivably, every state college student, upon dismissal from such college, could rush to a federal judge seeking review of the dismissal.

"The judgment dismissing the complaint is affirmed on the grounds that the United States District Court lacked jurisdiction over the matter."

Circuit Judge Moore and Chief Judge Clark, dissenting, held that the federal courts have jurisdiction over such issues. The following is an excerpt from Judge Clark's opinion:

"Surely, the city's public educational system has failed in its purpose when, for its own assumed self-protection, it must deny all its benefits to one whose only apparent transgression is a persistent and even irritating spirit of independence."

¹28 U.S.C.A., sec. 1343 (3) (1950).

²Steier v. New York State Education Commission, 271 F. 2d 13 (2d Cir. 1959).

Where the Foods Administrator May Fail

as a member of the college union team

A. L. Ellingson

Director, Erb Memorial Student Union
University of Oregon, Eugene

THE coffee shops, cafeterias, restaurants, and banquet halls in college unions run the gamut of customers from A, the athlete, to Z, the visiting lecturer on Zen Buddhism. From the freshman whose every whim has been catered to by an overindulgent mother, through the strict vegetarian, to the most sophisticated of world travelers, foods must be prepared to cope with them all. This is no easy task, nor is it one to be undertaken without some serious evaluation of the whys and wherefores of campus center food operation.

Union Management's View

Let's look at college union management and its view of foods operation. The union staff loves the foods management in March and April when it is preparing next year's budget, for then the net looms largest. "I think foods can make the additional \$1500 next year to provide the assistant we need in union program." This comment is hardly alien to any of us in college union work nor have I any essential argument against it, *per se*. However, why do we the rest of the year blame foods because it needs more room or because dirty cups end up in our browsing libraries and student offices?

Union management all too often can be justly accused of relegating foods personnel to subservient positions except at budget-building time.

How many union directors conduct lengthy inservice training for their program people, secretaries and office personnel, while devoting a brief 15 minutes at the beginning of each fall to telling the worker behind the soda bar what his job is and what the union is? The woman pouring the coffee sees more different students and sees them oftener than the director, the program director, and the deans of men and women combined.

When the campus center provides an employees dining room, all too often it is restricted to personnel in only one area of the building. I recommend strongly an employees dining room for all employees; in fact, foods personnel, custodial workers, recreation people, and the office staff should be encouraged, even required, to use the room for both coffee breaks and lunch. The director, whenever free, should join the rest of the union staff in the room.

Let foods people in on the job to be done. We in union management have no big secrets, nor is the union job couched in such esoteric phrases as to be unintelligible to foods people. We should tell them the whole story and spell out for them their part in it.

1. *Finance*. Let's be frank about it. The campus center needs that foods revenue; we need it for operation, for program, and now, more than ever, for expansion. We want to serve the best possible food at the lowest possible price and with the largest possible net profit.

Too many union directors seem

ashamed to mention profit, yet there is no real reason to hide the fact that a profit is made in the foods area. Perhaps the fear of student reaction makes it seem advisable to conceal the truth. Such fear is based on a false premise, namely, that students are unreasonable people. What we mean, of course, is that a very small percentage of students ask questions. What we need is not fewer questions but more. Students have a right to know and should be encouraged to find out. If this approach were used, the job of foods manager would be much easier. If he can say, "I'm expected to make a net of 5 per cent," then he needn't apologize when gripes are heard, and he can and should "pass the buck" to the man who is responsible for the over-all union operation, the director.

Student Aid Tremendous

A different aspect of finances is the aid given to students through work. The total amount of money spent on student wages and the number of students who receive help usually is staggering. The college union director often forgets to tell his foods manager of the importance of student labor and may, in fact, unconsciously encourage reduction of student work crews, since their efficiency is generally below that of regular full-time employees. Such inefficiency is due more to such things as class conflicts than to innate deficiency. The insistence on certain labor percentages and net profits

(Continued on Page 62)

From a paper presented at the Association of College Unions conference, Bloomington, Ind., 1960.



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- a.** The "Descriptive" Specification. Materials and equipment are described in detail, but no brands specified. Time may be lost in seeking the exact equipment described, and there is little assurance of quality.
- b.** The "Flat" Specification. Exact brand is specified. No substitutes allowed. No protection against high costs.
- c.** The "Open" or "Or Equal" Specification. Several makes are named, or the specification describing the required equipment includes an "or equal" clause. Contractor must submit his lowest bid regardless of quality. Manufacturers may hesitate to bid their lowest prices, since contractor is free to "shop" for even lower prices (to his

advantage) after he is awarded the contract.

d. "Base Bid With Alternate." Specific brands are specified for the base bid, but a bidding contractor may propose substitutes. This assures quality and permits alternatives, providing the contractor states in his bid to you the actual deduction or addition. You can then compare price, quality and service of several manufacturers on an equitable basis. *School authorities agree that this is the most acceptable type of specification.*



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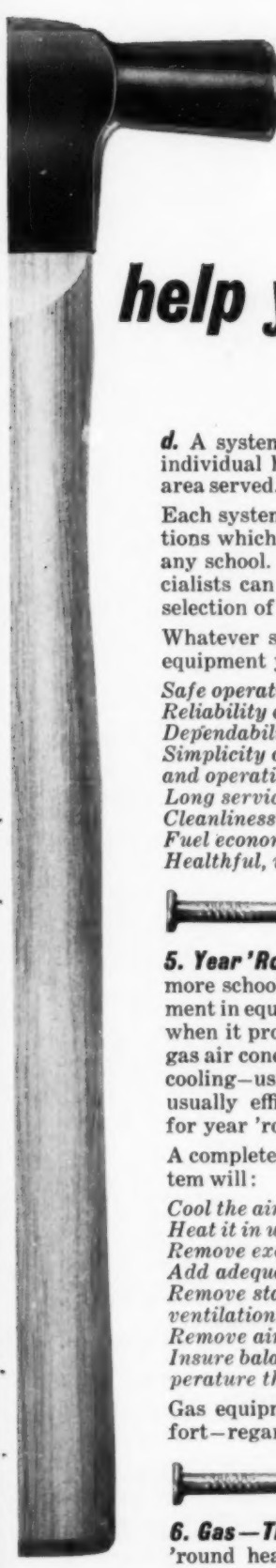
Even your *present* needs may call for an all-year operation, with such activities as summer school programs (including "make-ups" or, in the case of gifted children, "speed-ups")... community recreation... adult education... civic functions... or perhaps a community library service. The success of such projects is well worth the investment in facilities for year 'round comfort.



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without recognition of the value to the college of jobs for students can lead the foods manager to believe it is of relatively little importance.

2. *Education.* Though admittedly subtle, each union foods operation should be aware of its extracurricular role in educating each student, and often the faculty as well. The training of students in the amenities of dining is usually a challenge, one which, in this age of 19 cent drivens, seems to fade further and further from everyday life. Good food served pleasantly and in gracious surroundings can bring home forcibly the real charm and benefits of *dining*. There's a difference between dining and eating.

Ask Students' Advice

The union can and should introduce students to the delights of new dishes. With the increasing numbers of foreign and out-of-state students at our colleges, a unique opportunity is presented. International weeks, world affairs weeks, model United Nations conferences, and other observances offer the excuse to be different. Let's use them. Resource people are available on every hand and many are truly flattered and become lifelong friends of the union — and many times of our country — when asked for their advice on menus and recipes.

The meat-and-potatoes habit can be broken, and with a minimum of gripes. I am convinced that students can be made to like liver, fish and the many other dishes that usually are greeted with howls of indignation. How about a choice of entree on that "contract" line? Perhaps the union director can challenge the foods manager to see what he can do in expanding customer tastes. This point cannot be belabored too much. Taste is one of the five senses, and certainly one of the pleasantest experiences a man can have is to discover a new and delightful food.

3. *Public Relations.* Both intracampus and extracampus public relations can be enhanced by good food service. More students originally enter the union for a cup of coffee or a soft drink than to attend a round table or browsing room lecture. Once in the building, the chances of interesting them in participating in the many opportunities of union programing are greatly in-

(Continued on Page 64)

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creased. At most schools, it is the union that hosts the visitors, and many times it is the only building the casual visitor enters. The opportunity to win the friendship of these people must not be wasted.

In our world today business is conducted as often over the coffee cup or the luncheon table as across the desk. The pleasanter the experience, the better the chance that the business will be concluded to the benefit of customers and college. The feeling of well-being that accompanies the cup of coffee that tops off a good meal is just the right atmosphere for friendship, understanding and mutual regard. The union director should discuss this with the entire foods staff. It is a worth-while consideration when laying plans for the next year.

4. *Friendships and Understanding.* This might be called the campus center's contribution to the population explosion. Unions run the biggest dating bureaus in the country, and oftener than not this type of understanding begins over a cup of coffee or a soft drink. Nor is such understanding restricted to boy-girl relationships. The soda-bar table is the closest thing we have left today to Mark Hopkins' legendary log. The tension-easing cup of coffee can be a real instrument in achieving the ultimate in education: the meeting of minds between student and professor. The coffee hour following the lecture by a politically prominent man may be the best means left in a complicated society of achieving grass-roots democracy.

This by no means completes the role of the foods operation, for it could go on at length, but I want now to take the foods people to task.

Separate Themselves

Do foods administrators and foods personnel generally take a genuine interest in other activities in the union? More often than not the answer is No. Admittedly, they often are ignored by administrative and program staff whenever any subject not directly connected with the foods operation is considered. Not all the blame can be laid at the door of the central office, however. All too often, managers and other supervisory employees in foods deliberately separate themselves from program and, in fact, from all nonfoods areas. To determine why would require extensive

research, but I would suggest the following propositions that might account for this phenomenon:

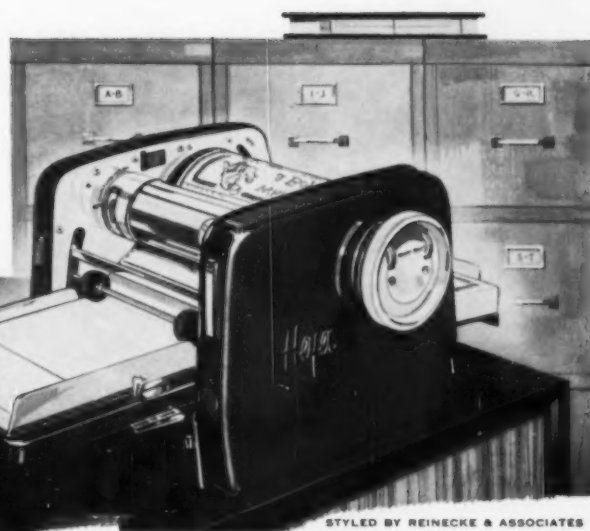
1. The union director and program staff seldom consider the foods manager as a "full" staff member in terms of asking his opinion on the over-all union operation.

2. The tendency to specialization and professionalism at the undergraduate level manifests itself in all areas of education and is easily identified by the development of an abstruse vocabulary that provides, for those who understand it, the feeling of belonging to an elite group from which lesser mortals "not in the know" are excluded. Most food managers come from schools of home economics or departments of hotel and institutional management. While these special educators are doing a good job of training, many of them are failing to educate. Not enough understanding of the humanities and the social sciences is the trade-mark of their graduates.

To understand the food area's role in a campus center, it is first necessary to understand the union's role in the college, and to understand the union's role, we must be able to understand, appreciate and feel the college's role. In the broadest of terms, the basic role of the college is the development of the *individual*, and it is just here that the foods administrator may fail. He thinks in terms of groups — 500 students to feed three times a day, 25,000 cups of coffee to serve this week, 200 people for a catered lunch next Tuesday. This is thinking backward, and until he understands that it is backward, he cannot assume his rightful place or his rightful responsibilities in the union or the college.

The 500 for breakfast includes one sophomore football player, who is afraid he will be cut from the squad; one freshman from Podunk, who doesn't know that it is incorrect to fold the slice of bread, and a graduate student in anthropology, who is "sweating out" a Fulbright. The 25,000 cups of coffee should be thought of as 25,000 individuals, each with his own strengths and weaknesses, each with his own goals, and each with a sensitive personality that changes as it is treated.

The 200 catered luncheon includes a former graduate, attempting to recover what he thought he had 25 years ago; a dean, plagued by inadequate funds to give his faculty mem-



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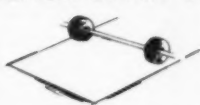
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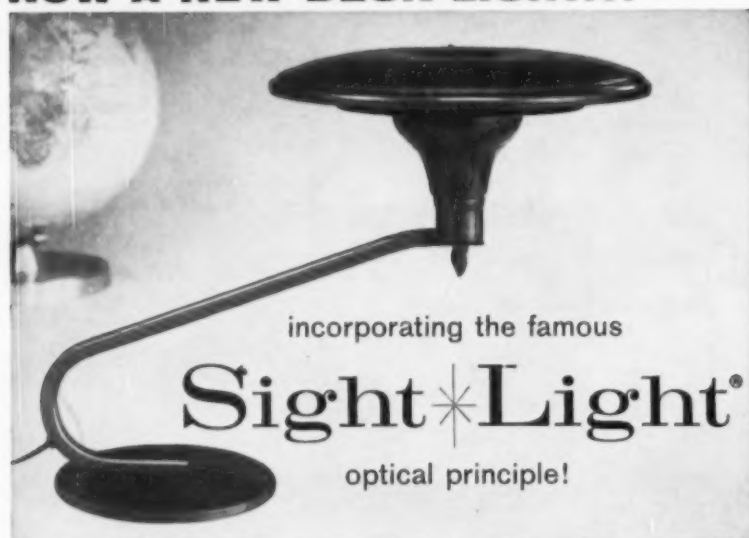
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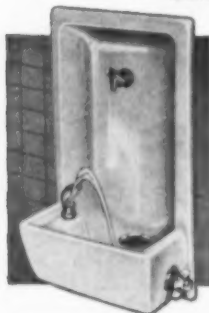


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bers the raises they deserve, and the foreign student adviser, deeply concerned because a boy from Iran is having real trouble with the English language.

To achieve these insights is not easy, but it can be done if both general union management and foods management recognize the problem and jointly work to its solution.

3. Another point for consideration is the fear of departing from standard norms, particularly as related to food and labor percentages. Of all the unproductive figures to study, food labor percentage tables rank right at the top. Low labor cost has no direct relationship to efficient management unless the service factor is included in each statistic. A pot of coffee carried up two flights of stairs is obviously financially inefficient, but as long as this fact is recognized, then let the decision to carry it or not rest on whether it is educationally efficient. I could go on at great length about the use of labor percentages to determine the efficiency of foods management, but all I ask is for the service factor to be included with each statistic.

4. Many foods people are inarticulate. They only reluctantly agree to work with a student group that is setting up a program at a catered luncheon. When asked for an interview, they shy away from the editor of the student newspaper and they run in terror when faculty wives want to talk about their Newcomers Tea.

Most important in this area, however, is the development of a defensive attitude. People gripe about food and always will, but most people are reasonable and if, in discussing meals and service, the foods manager can teach himself to converse on a free and open exchange of opinion basis, both customer and manager will be happier.

To summarize, if the foods area is going to provide the campus center with its full potential strength, the union management must bring the foods staff into wider acquaintance with the whole union program, its purpose, and its policies. If the union is to take full advantage of the food service, food managers must be willing to extend their interests beyond their own area, to understand the role of the college and the union's specific and general obligations as a part of the college.



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Arthur E. Sawyer, Chief Building Engineer, Illini Memorial Union, University of Illinois

PRESERVATION of the Illini Union through a program of preventive maintenance is a responsibility of the chief building operating engineer. With his staff of janitors, operating engineers, painters and members of the various building crafts on the university staff, he provides all of the services involved in housekeeping as well as the repair and/or rejuvenation of the building, its furnishings, and its mechanical equipment.

Itemized List of Responsibilities

The duties of the operating engineer are defined as "responsibility for maintenance and operation of the building and its equipment, plus related assignments." Over the years a fairly broad interpretation of the term "related assignments" has expanded the scope of his job to include everything from wrapping parcels to reading cash registers. His first responsibility, however, is operation and maintenance, and in the itemized list that follows are a few of the procedures involved in fulfilling this obligation.

Air Conditioning. Operation and maintenance of air conditioning equipment is a responsibility of the operating engineer. Preventive maintenance here takes the form of yearly overhaul, plus interim cleaning of condenser tubes if the engineer's daily log indicates the need. The cooling tower is thoroughly cleaned during the winter, all spray nozzles are removed and washed in a hydrochloric acid solution, redwood slats are in-

spected, water pans are cleaned and painted, and fans and motors are thoroughly cleaned and lubricated.

Discharge duct work is inspected and painted if necessary, and operation of dampers is observed. Condenser water and chilled water pumps and motors also are included in this yearly operation. A good preventive maintenance program in this connection will materially increase the life of the equipment and assist in avoiding service interruptions.

Motor Driven Appliances. Once each week every piece of power equipment is cleaned and lubricated. Approximately once each year every motor that powers a major piece of equipment is removed, disassembled, thoroughly cleaned, lubricated and returned to service. Where vee belts are involved, their condition and adjustment are checked every week and the belts are adjusted or replaced as necessary. Operation of magnetic starting equipment and/or thermostats is inspected during operation.

Air Filters. All filter installations are inspected once a week to ascertain whether automatic features are functioning properly. Accumulations of dirt are removed from oil sumps of filters, and at fairly regular intervals a draft gauge is employed to measure filter resistance. When readings beyond specified limits are encountered the filter cells are removed and washed; throw-away filters are replaced. Efficient filtering of ventilation air plays an important part in reducing frequency of wall washing and painting and occupies a position of real importance in any preventive maintenance program.

Water Softeners. In 19 years of operation we have frequently examined but have never found it necessary to clean the heat exchangers at our domestic water heaters, a direct result of vigilant preventive maintenance on the part of the operating engineer in the regeneration of water softeners before water reaches the hard stage. Cold soft water is used as makeup in cooling towers of the air conditioning system, and any negligence on the part of the engineer in the water softener regeneration schedule would become rapidly apparent in the form of fouled condenser tubes.

Painting and Paperhanging. Two painters on loan from the university maintenance department provide most of the required services. The force is augmented where larger projects are undertaken, but generally these two men are able to maintain necessary standards. Preventive maintenance in this connection follows no definite pattern; periodic inspections determine the need for exterior caulking and painting, the frequency of which may vary greatly because of climatic conditions. Redecoration of interior areas is dictated strictly by appearance.

The foregoing covers briefly some phases of the preventive maintenance program at the Illini Union. Preventive maintenance is practiced also by our housekeeping or custodial crews and assumes various forms, some of which are described as follows:

Floors. A finish treatment with wear resistant qualities usually is maintained on floors in all areas. The
(Continued on Page 70)

From a paper presented before the Association of College Unions, Bloomington, Ind., 1960.



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Guaranteed unexcelled performance. Pure wax base takes the toughest pounding and traffic conditions—comes back for more. Outstanding in all the characteristics you want in a self-polishing, buffable wax for all floors. Acclaimed by increasing thousands who demand professional quality, sensibly priced. Try it yourself.

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word "usually" is inserted to cover those periods during the winter when sand, gravel or cinders, used as a slip deterrent on approach sidewalks, is carried into the building and quickly grinds off the protective film. We continue the use of carnauba base wax in water emulsion form. Experiments are being conducted to find a satisfactory synthetic substitute but as yet we have not been too successful. Application methods vary with the type of floor and the degree of wear.

Rugs. Routine cleaning involves the use of vacuum sweepers that in-

corporate the beater device. The tank type of sweeper, even the large industrial model, has not been successful in our operation. We find the old style sweeper much more efficient and definitely easier to handle. Rugs are reversed periodically in an attempt to equalize wear, but in our situation the value of this operation is questioned because areas subjected to greatest wear owing to furniture placement are in a similarly vulnerable spot directly across the room.

I personally question the value of rug shampooing as a method for ex-

tending rug life. I have seen too many instances in which a carpet becomes a lifeless rag after a trip to the rug cleaners. Our own efforts in this connection have been equally disastrous. I will agree that shampooing improves appearance, but I am convinced that it shortens rug life.

Chairs and Sofas. These constitute the real problems. Wear is a factor but our principal trouble is soil that permeates arms and head rests. In most instances chair coverings must be replaced before the fabric wears out simply because of the soiled condition. Shampooing helps, but we have found no cleaner that is effective on such smooth fabrics as damasks.

In an effort to reduce costs we are planning to install removable back rests and seat cushions with zippered covers wherever possible. With an arrangement of this kind it will be comparatively easy to remove the cover for dry cleaning and wash the foam rubber filler. This, I am convinced, is the only logical approach to the problem. A change in furniture design to provide lower back rests might help but I doubt it. The average student is not comfortably seated until he finds a place to rest his head, and wherever that place is, high or low, he'll find it.

Materials and Methods. A committee composed of one member from each of the five major divisions of the university, plus one representative of the purchasing department, has been meeting in biweekly sessions for more than five years, charged with the responsibility of selecting the most suitable materials and developing the best work methods for use in housekeeping. The chief engineer at the Illini Union is a member of this group.

Materials testing under actual operating conditions is a principal activity of the committee and, from the list of acceptable products discovered, the purchasing department develops a competitive bidders group. (Frustrations occur during our deliberations but, in general, we believe we are making progress.)

Tools and Equipment. Tools and equipment play an important part in any maintenance program. To mention just a few of those which might be considered rather unusual and which have been highly effective in our operation we offer the following:

(Continued on Page 72)

Rugged construction plus ease of handling equals...

Everyone working with audio-visual equipment knows that your best buy is the best you can buy! In the case of projection screens, that's Da-Lite... a full line of wall-type and tripod models with exclusive features developed over the past 50 years by men who specialize in improved picture projection. See the all-new Da-Lite Jr. Electrol—the finest electrically-operated medium-sized wall screen ever produced. Your Da-Lite A-V dealer will gladly demonstrate!



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A total of 13'5 1/2" in length;
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interiors from new University of Miami dormitory for women by Robert M. Little, A.I.A.; decorator, Betty Lou Merriam of Haygood Lancaster; all upholstered and wood furniture by Selig

1. *Solution lifting gun (steam).* Steam at 60 to 80 psi. ejected from the nozzle of this device injects a flow of detergent from the open container. This mixture of steam and detergent readily removes accumulations of oil and grease from cooking equipment, machinery, finned coils, floors or otherwise inaccessible areas.

2. *Solution lifting gun (air).* This operates essentially the same as the steam gun but is used with cleaning agents other than the water mixed type. This equipment is used in cleaning electrical appliances where water as a detergent vehicle might be a hazard.

3. *Compressed air.* Compressed air at 80 psi. is an excellent medium for removing dirt from hard-to-reach locations; just blow it out to the place where it can be picked up in a conventional manner. We find this tool especially effective in maintaining automatic pin spotters in the bowling alley.

4. *Vacuum cleaners for water pick-up.* We consider this an indispensable tool in situations where large quantities of water are to be picked up, such as in floor stripping operations. A tool such as this is valuable also during emergency floods.

5. *Steam heated wash tank.* For removing dirt and grease from range sections and smaller machinery items or for removing paint or lacquer, as in the case of chandelier parts, a tank containing strong detergents with water, heated by a self-contained steam coil, should occupy a position of importance on the list of tools.

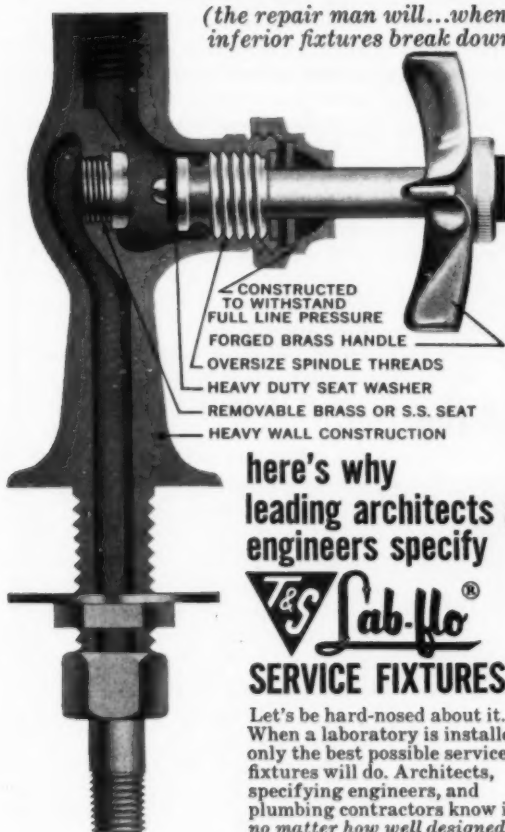
Both architect and interior decorator can ease the problem of the maintenance engineer. Examples offered may be controversial in nature but they are based on our experience.

Copper Pipe. Copper water pipe is a continuing source of annoyance and expense in our present building. Several investigations have been conducted in an effort to determine the cause of premature failure, but as yet we have received only theoretical answers. Possibilities of electrolysis, corrosion and erosion have been advanced as theories, but no positive cause has been determined. As a direct result of this experience, copper pipe has been ruled out of the proposed addition to the Illini Union.

Air Filtering Equipment. Our original equipment incorporated an endless chain of metallic filter cells that

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inferior fixtures break down)



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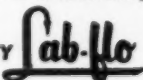


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Soundguard has a rugged steel frame covered with beautiful vinyl fabric which withstands abuse—assures long, active life and easy maintenance.

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depended on an oil bath for soil removal. In theory this seemed to be a good plan. In practice, however, we found that air passing through the filter entrained oil which settled out on finned cooling coils, heating coils, fans, duct work, and in many instances carried over in such large quantities that it passed through the floor of the coil housing to the plastered ceiling of occupied space below. A special automatic air filter has been specified for installation in future construction as a direct result of this experience.

Floors. In the selection of floors for new buildings or for replacement purposes in older buildings, the architect has a wide range from which to choose. We suggest a consultation with the maintenance engineer before the final decision is made. Here are points based on our experience:

1. I am completely disillusioned with cork. At entrance floor levels during inclement weather it is impossible to maintain protective treatments throughout the day because of water and sand underfoot. As a consequence, soil penetrates deeply

into the pores of the cork, where it cannot be reached in cleaning operations and gradually builds to the point where all color and detail are lost. Another factor leading to my disillusionment is the inability of cork to hold up under the 1000 pound per square inch impact of spike heels worn by the ladies. Our cork floors started breaking up about a year ago largely because of this punishment.

2. Light colored terrazzo floors in men's toilet rooms are almost impossible to maintain. Open pores in the cement binder readily accept the soil deposits which are peculiar to certain areas in these rooms, and any cleaner strong enough to remove the stain is powerful enough to take the cement binder with it. Ceramic tile used in similar rooms elsewhere in the building is ideally suited for service of this nature and is the only one I would care to recommend.

3. Quarry tile floors are excellent in food preparation areas except for the slip hazard. This material is available with a slip resistant finish, but care should be exercised to avoid those finishes that are difficult to clean because of their abrasive surface. It has been suggested that smaller tile requiring more mortar joints might be the answer but I'm not sure this would help. I would not recommend terrazzo for floors in the kitchen or serving areas because it rapidly falls apart when exposed to certain food acids.

Approach Sidewalks. Properly graded or crowned sidewalk approaches, incorporating a heating system for snow melting, would eliminate many problems for the maintenance engineer.

Tables. We have found nothing superior to laminated plastic table tops for use in dining rooms, lounges, conference rooms, hotel rooms, and so forth.

Rugs. One important factor to consider in the selection of rugs is whether patches can be inserted to replace worn sections in front of chairs and sofas. If construction features and pattern are right, patching is a relatively easy job and probably doubles the useful life of the carpet. Patching material is drawn either from extra carpeting obtained at the time of the original purchase or from material at the end of the rug. ■

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WAX "A" costs less per gallon, but you must strip and re wax far too often.

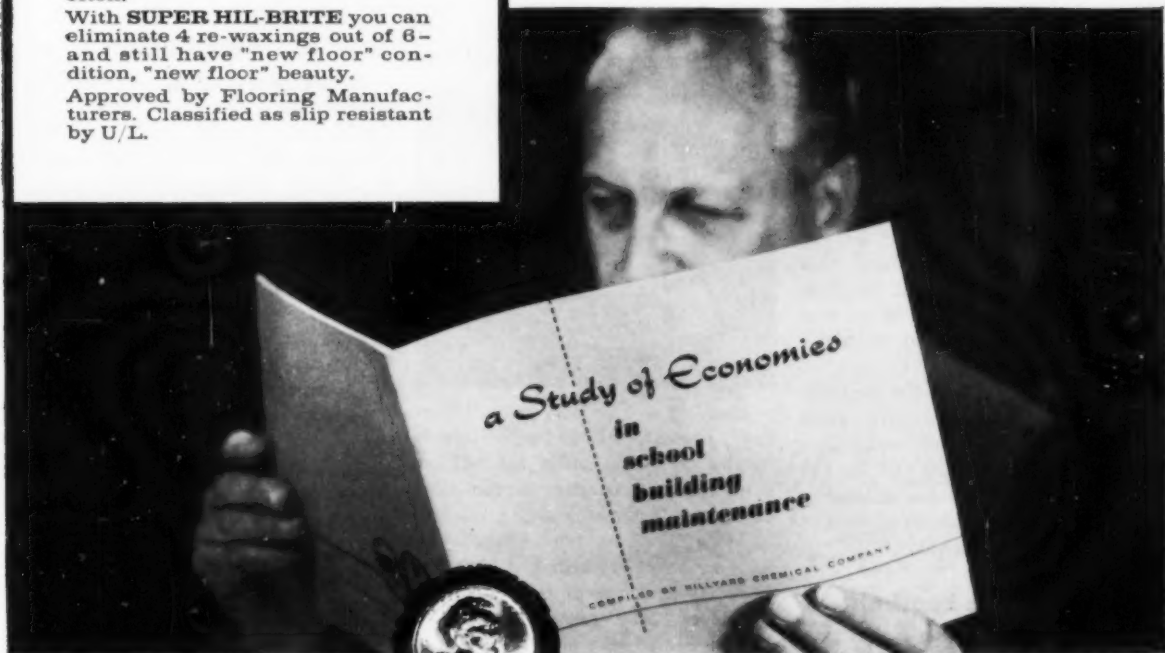
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NEWS

Half Billion for Residence Hall Construction . . . Administration Fellows

Again Sought . . . Independent College Presidents Ready for Corporation

Drive . . . One University's Real Estate Taxes for 1959 Exceed \$1 Million

President Signs College Housing Fund Measure

WASHINGTON, D.C. — President Eisenhower signed on September 14, without comment, legislation that makes \$500 million available to colleges for construction of residence halls.

The President wanted to let the program lapse for lack of funds this year, but Congress ignored his pleas for an alternative program of aid that would have had little impact on the federal budget.

In the 10 years since the program was started the federal government has lent almost \$1½ billion for college housing. For some weeks the funds have been exhausted, and a backlog of pending applications has reached \$300 million.

Brandeis Gives Football Equipment to High School

WALTHAM, MASS. — Waltham High School has one of the best equipped football squads in the nation this season. The high school gridders inherited the entire football apparatus of Brandeis University, a gift of the university to the city in which it is located.

Brandeis dropped football earlier this year on a unanimous vote of its board of trustees. The university had pursued the intercollegiate sport on freshman and varsity levels for a dozen seasons.

The gift to the high school team is valued at more than \$10,000, including more than \$2600 in new equipment purchased for the 1960 season. Enough new and serviceable equipment was included to field a completely outfitted team of more than 40 players. In all, 1400 pieces of equipment were included.

Pays Million Dollar Tax



CHICAGO. — The University of Chicago presents \$1,021,749.66 check for its 1959 real estate tax bill on nonacademic properties in the Chicago area. The check was presented to County Treasurer Francis S. Lorenz (right) by Carl F. Chapman, assistant in charge of real estate investments at the university.

"The annual sum paid by the University of Chicago is among the largest received from any single property taxpayer in Cook County," Mr. Lorenz said.

"The amount is one indication of the great confidence the university has in the economic growth of the city whose name it bears," said Albert C. Svoboda, assistant treasurer of the University. Mr. Svoboda is in charge of the university's real estate investments, which are in a large part concentrated in downtown Chicago. "Except for land needed for school purposes, the university bears its share of taxes like any other taxpayer," he said. He added that, unlike most other private universities which invest primarily in marketable securities, the University of Chicago traditionally has been heavily invested in real estate with major emphasis on the "Chicago Loop."

Housing Officers Elect Fred A. Schwendiman

BLOOMINGTON, IND. — Fred A. Schwendiman, Brigham Young University, was named president of the National Association of College and University Housing Officers during a four-day conference held recently at Indiana University.

Chosen with the new president were Newell Smith of the University of Wisconsin, first vice president; Malcolm G. Gray of Mississippi State University, second vice president, and A. Thornton Edwards of Kansas State University, reelected secretary-treasurer.

Representatives of some 250 colleges and universities took part in the annual meeting.

Fellowships Available for College Administrators

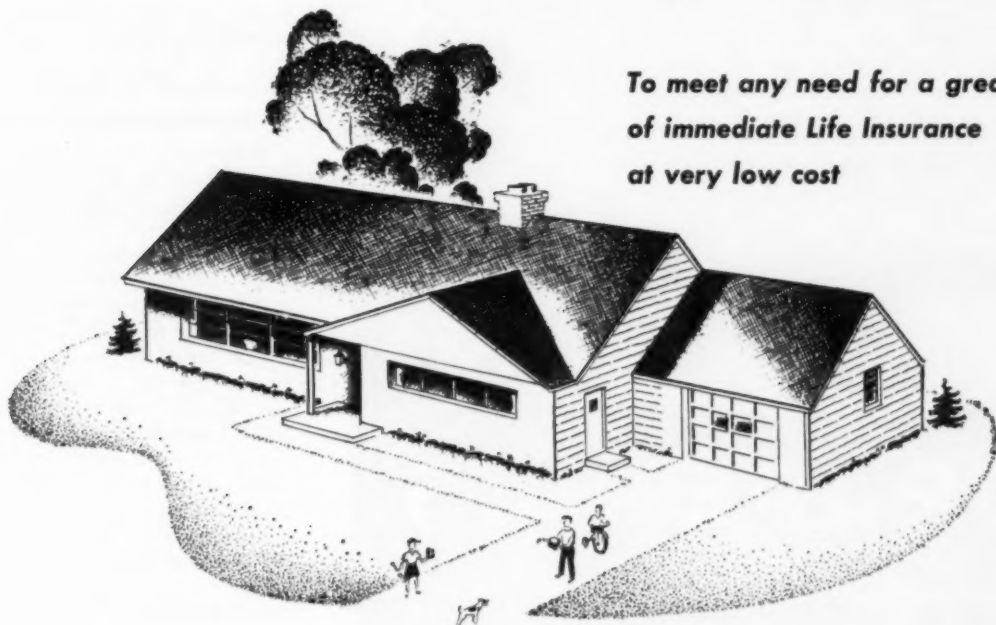
ANN ARBOR, MICH. — The Center for the Study of Higher Education at the University of Michigan, with funds provided by the Carnegie Corporation of New York, has announced that additional fellowships will be available for the year 1961-62.

On a postdoctoral basis, the Michigan Fellowships in College Administration, five in number, will be granted to new administrators or to those planning to make college or university administration a career. Applicants must be under 40 years of age, have substantial academic records, and be recommended as having high potential for a career in administration. The doctorate may be from any academic or professional field.

Stipends are intended to cover all living and incidental expenses, subject to maximum grants of \$8000. The fellows devote the academic year

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This is a level premium Term insurance plan providing its largest amount of protection initially and reducing by schedule each year to recognize decreasing insurance needs. The net cost is low because it is temporary insurance designed to meet temporary needs. Insurance periods of 15, 20, 25, or 30 years are available.

You are eligible to apply for this plan if you are 55 years of age or younger and employed, full- or part-time, by a college, university, nonprofit educational or research institution or private school. To receive a personal illustration, just complete the coupon and send it to TIAA. No agent will call since TIAA employs none; your information will be mailed to you.

As an illustration of the plan's low cost, a 20-year policy providing a \$20,000 initial amount of insurance issued to a man age 30 calls for a level annual premium of \$77.20. The cash dividend of \$31.60 at the end of the first year reduces the first year net cost to \$45.60, according to the current dividend scale. Dividend amounts, of course, are declared once a year and therefore cannot be guaranteed for the future.

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to study, research, internships and other relevant experiences.

A few fellowships, bearing a maximum stipend of \$3500, also are available to persons under 40 who do not possess a doctor's degree. Both post-doctoral and predoctoral programs permit study in either junior or senior college or university administration.

Applications should be presented by Feb. 1, 1961. Requests for application forms should be addressed to Algo D. Henderson, director, Center for the Study of Higher Education, University of Michigan, Ann Arbor.

University of Texas Streamlines Curriculum

AUSTIN, TEX. — The University of Texas this fall has fewer new course offerings than usual. Limiting of new courses reflects a university policy to improve by avoiding "unnecessary duplication and unwise proliferation of highly specialized offerings."

Since a curriculum revision in 1958, for example, the college of arts and sciences, largest college with 23 departments and one school, has

added only an average of slightly more than two courses per department to its curriculum.

"During the period in which a few new courses have been planned, dozens of courses have been eliminated and many have been combined," Dr. Harry H. Ransom, main university president-elect, said.

Tennessee To Open Computing Center

KNOXVILLE, TENN. — The University of Tennessee will establish a computing center on the Knoxville campus for university-wide use in solving complex scientific research problems. The center will be established with the aid of a \$50,000 grant from the National Science Foundation.

The "electronic brain" center will be available to all departments for research and for teaching on the graduate level. Its facilities will be able to handle the complex problems found in chemistry, mathematics, physics and engineering research, and the less complex "mass data" projects of business research.

The center will be equipped with a digital computer, an electronic machine that rapidly solves long and involved mathematical problems. The center will centralize computing work at the university, and will supplement, but not replace, tabulating and computing equipment already in use in certain engineering and business departments.

Preparation of College Teachers Aided by Grant

NEW YORK. — A series of grants to expand, speed, and improve the preparation of college teachers was announced recently by the Ford Foundation. Grants totaling \$2,355,000 were made to 14 universities.

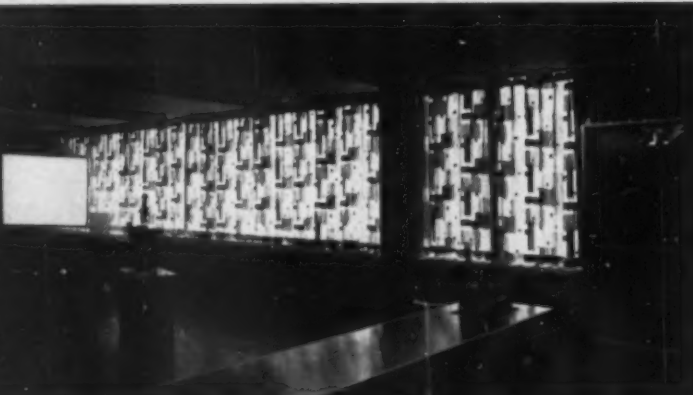
The grants will support a new, concerted effort to help strengthen the master's degree as a sound qualifying degree for college teaching. The rapid expansion of college faculties is making the master's degree, rather than the Ph.D., the predominant level of preparation of most newly employed college teachers, the foundation said.

Also, the foundation reported three new grants totaling \$561,000 in an ongoing program aimed at a breakthrough in the preparation of elementary and secondary school teachers. The grants were made to Miami

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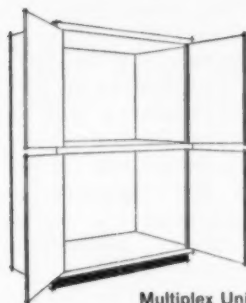
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Mutschler has broken all design barriers for homemaking facilities, as well as for many other types of school storage. MULTIPLEX units are of institutional construction... made from finest northern hardwoods with the toughest of catalytically applied finishes that are extremely resistant to damage by water, alcohol, lemon juice, cleaning solutions, or whatever. Available in any of 16 decorator colors or 5 different wood-grain finishes.

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University (Oxford, Ohio), Webster College, and Yale.

The 14 universities that received grants under the series for college teacher preparation are: Brown University, \$262,000; University of California (Santa Barbara), \$128,000; University of Cincinnati, \$161,000; Indiana University, \$184,000; State University of Iowa, \$75,000; Kansas State University, \$165,000; University of Missouri, \$210,000; University of New Hampshire, \$136,000; New York University, \$98,000; University of North Carolina (Woman's Col-

lege), \$64,000; St. Louis University, \$215,000; Stanford University, \$202,000; Tufts University, \$195,000, and University of Washington, \$260,000.

The universities will use their grants to inaugurate new three-year programs that will span the last two years of college and the first year of graduate school and lead to the master's degree. The programs will also stress basic work toward the doctor's degree.

"Strengthening the quality of the master's degree is a logical and strategic means of strengthening the qual-

ity of instruction in American colleges and universities," Clarence H. Faust, a vice president of the foundation, said. "At the same time, new efforts need to be made to accelerate the output of Ph.D.'s for careers as college teachers."

I.C.F.A. Concentrates on National Corporations

NEW YORK. — For the first time in history, more than 200 college presidents will assemble in New York on October 11 to call on national corporations in behalf of the independent colleges banded together in the 40 state associations.

Simultaneously in other parts of the nation other member college presidents will make calls on national corporations in such metropolitan centers as Chicago, Minneapolis, Indianapolis and Los Angeles. These solicitations will launch many of the individual association's local state campaigns.

This coast-to-coast effort, sponsored by the Independent College Funds of America, will be known as "National Corporation Day." It represents the first time the 486 colleges in the state associations have mobilized their full strength on a national level.

Serving as chairman of the National Corporation Day activities is Herbert M. Willetts, president of the Mobil Oil Company, and an I.C.F.A. trustee-at-large.

Mr. Willetts will be joined by the 10 other I.C.F.A. trustees-at-large, namely: Gilbert W. Chapman, retired former president, Yale & Towne Manufacturing Company; Simon D. Den Uyl, chairman, Bohn Aluminum & Brass Corporation; Byron K. Elliott, president, John Hancock Mutual Life Insurance Company; Roger Firestone, president, Firestone Plastics Company; Frank Jenks, president, International Harvester Company; Clarence Myers, chairman, New York Life Insurance Company; Stanley de J. Osborne, president, Olin Mathieson Chemical Corporation; Stuart T. Saunders, president, Norfolk and Western Railway Company, and R. M. Watt, chairman, Kentucky Utilities Co.

The C-Day activities will open on October 10 with a "Salute Dinner" for corporation presidents and the college presidents in the Waldorf-Astoria. On Tuesday morning the college presidents will travel to all

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FEATURES

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parts of New York City, as well as New Jersey and Philadelphia. They will call on the heads of national corporations to tell the story of the state associations that represent the overwhelming majority of the nation's private liberal arts colleges.

Newark Engineering Campus To Expand

NEWARK, N.J. — A major development in the continuing study of Newark College of Engineering's expansion requirements was recently announced. It envisions four new buildings, extensive athletic fields, and the college's first wholly owned parking facilities by 1965, and as many as six additional buildings with additional parking space by 1975.

The over-all project would increase N.C.E.'s total area from its present compact group of six buildings, covering hardly more than 2 acres, to a 27 acre campus.

The report, prepared by a New York space utilization firm, was authorized last fall by the trustees to provide an outside opinion of their own estimates of future needs, and to ensure the efficiency of the latest \$7 million step in the college's over-all expansion program, which began in 1954 with a \$3 million project for N.C.E.'s recently completed Cullimore and Weston halls.

Adelphi College Opens Four-Year Branch

SAYVILLE, N.Y. — The Sayville branch of Adelphi College has begun its first year as a four-year liberal arts college. Located in Suffolk County on Long Island, it expects to enroll a freshman class of 125 and a sophomore class of 25, which includes the pilot freshman group of last year.

The undergraduate college is expected to expand to include a junior class in September 1961 and a senior class in 1962, when it hopes to have a permanent campus.

NAMES IN THE NEWS

John E. Ivey Jr., formerly president of the Learning Resources Institute of New York City and president of the Midwest Program on Airborne Television Instruction, has been named professor of education and consultant to John A. Hannah, president of Michigan State University, East Lansing. Dr. Ivey will serve on a part-

time basis until Sept. 1, 1961, when he will assume full-time status.



James M. Read, United Nations Deputy High Commissioner for Refugees, became the 13th president of Wilmington College, Wilmington, Ohio, on October 1. He succeeded Dr. Samuel D. Marble, who resigned to accept the presidency of Delta College, a tri-county institution now

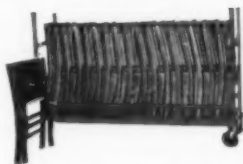
under construction at Saginaw, Mich. W. Brooks Morgan Jr., business manager of the college since 1950, served as acting president during the search for a successor to Dr. Marble.

Dr. Donald C. Moyer is the new president of Eastern New Mexico University, Portales, according to a recent announcement by the board of regents of that institution.

Robert N. Sempier, chief accountant of Upsala College, East Orange, N.J., has resigned to accept a research position with the American Institute of Certified Public Account-



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NAME

TITLE

ants, Carl E. Glans, controller of the college, announces.



R. B. Johnson has been named business manager-treasurer of the university. Mr. Johnson succeeds J. E. Bartley, who retired after serving the college for 25 years.

Richard B. Johnson, for the last five years business manager and purchasing agent for Nebraska Wesleyan University, Lincoln, has been

Philip B. Bewley, assistant purchasing agent for Rutgers University for four years, is now business manager for the College of South Jersey of Rutgers, Camden, N.J.

Philip G. Duffy has been named business manager of the Stanford University Union, according to an announcement by **Chester A. Berry**, union director. Mr. Duffy had been purchasing agent for Stanford University. In addition to supervising the business aspects of the existing union operation, he will assist in the planning and operation of the new Tresid-

der Memorial Union now on the drawing boards. Mr. Duffy is an alumnus of Stanford, class of 1936.

Jack A. Kompare, assistant to the controller of De Paul University, Chicago, since 1953, became controller last month. He succeeds **David M. Sharer**, who had been a member of the De Paul University staff for 36 years, and since 1933 had served as controller.



J. A. Kompare

Harry K. Miller Jr., formerly assistant to the president of Drake University, Des Moines, Iowa, became president of Keystone Junior College, La Plume, Pa., in September.

Frank F. Bollinger, formerly associated with a Pittsburgh public relations firm, has been named associate director of the Alumni Fund of Carnegie Institute of Technology, Pittsburgh. In his new position, Mr. Bollinger will be responsible for planning and directing future alumni fund campaigns. This will include the enlistment of volunteers, preparation of fund literature, provision of extensive staff services, and the scheduling of a complex personal solicitation program.

Charles M. Davis, publicity director of the May Company of Cleveland from 1946 to 1956, has been named director of the office of public information at Western Reserve University, Cleveland, according to a recent announcement by **John S. Millis**, president of the university.

George D. Rock, dean of the graduate school of arts and sciences of the Catholic University of America, Washington, D.C., since 1946, became secretary general of that institution on September 7. Dr. Rock has been at the university since 1917, when he entered as a student. He succeeds **Dr. Roy J. Deferrari**, who has retired.

Thomas H. Carroll, vice president of the Ford Foundation, has been named president of George Washington University, Washington, D.C. Dr. Carroll, a leading educator in economics and business administration, will take over his new duties next February.

Arend D. Lubbers, 29, vice president for development of Central College, Pella, Iowa, has been elected

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NO SQUEAK!
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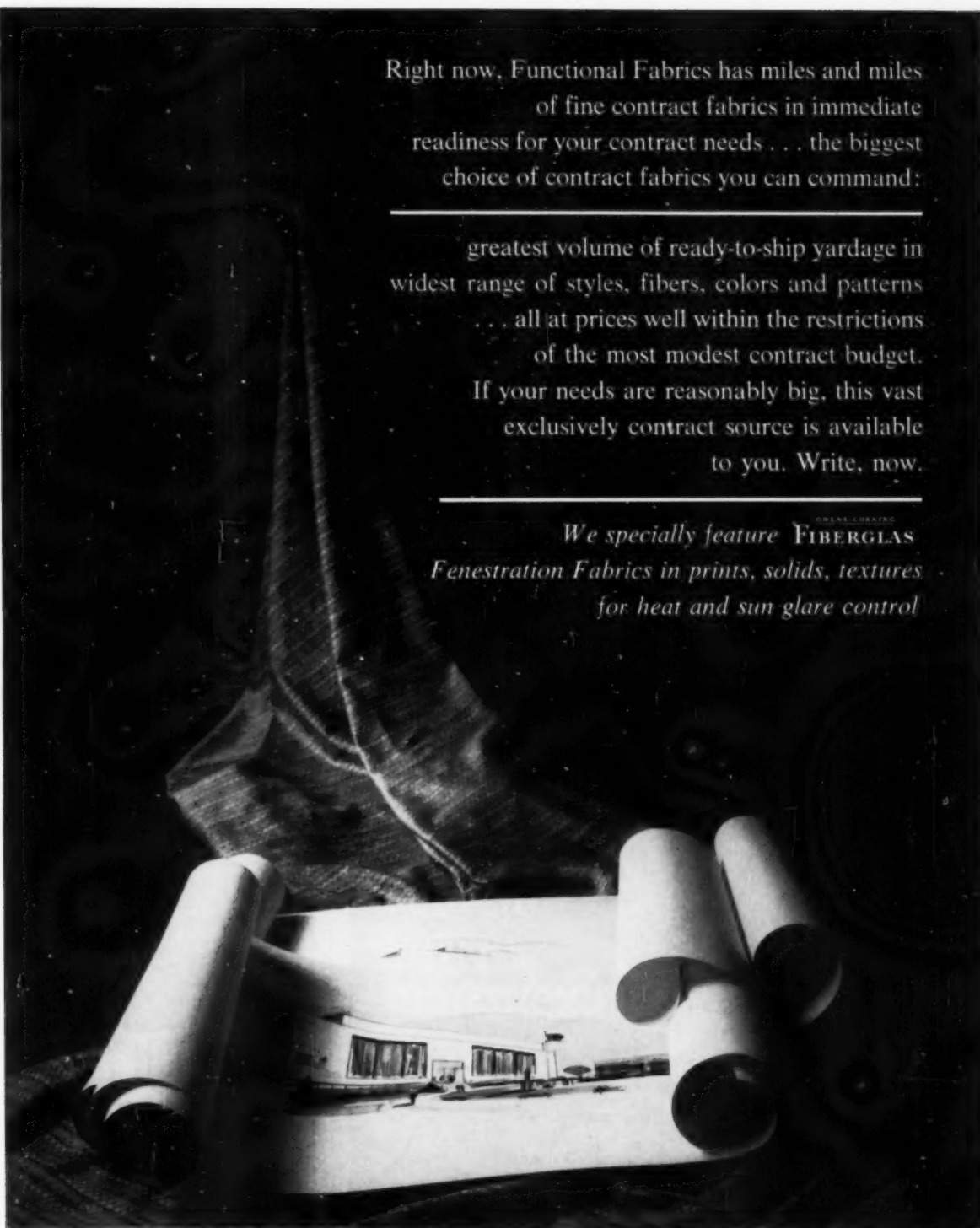
82 For additional information, use postcard facing back cover.

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THE BASSICK COMPANY,
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president of the college. Mr. Lubbers is reported to be the youngest president of an accredited college. He succeeds Dr. Gerrit T. Vander Lugt, who resigned recently.

Jack E. Bedford, professor of management and director of the department of business administration at Armstrong College, Berkeley, Calif.,



J. E. Bedford

is now dean of the college. His appointment became effective in July.

Gordon W. Blackwell, chancellor of Woman's College, Greensboro, N.C., has been named president of Florida State University, Tallahassee, Fla. Dr. Blackwell succeeds Dr. M. W. Carothers, acting president since the death of Dr. Robert M. Strozier in April. His appointment will become effective November 1.



J. C. Smalley

Jack C. Smalley, director of men's residence halls at Purdue University, Lafayette, Ind., has been appointed director of the Purdue Memorial Union to fill the vacancy created by the death of Lloyd M. Vallely. Mr. Smalley will continue to serve in his administrative role with the men's residence hall organization. Jack C. Ohaver and Bernard J. Funcheon, formerly assistant directors, have been promoted to posts of associate directors of the union. They have been associated with the Purdue Memorial Union since 1945. Robert L. Page, manager of one of Purdue's residence halls, has been appointed assistant director of men's residence halls.

H. R. Patton, vice president for business affairs at Carnegie Institute of Technology, Pittsburgh, recently announced changes in administrative assignments at Carnegie Tech. Lawrence H. Miller, formerly assistant controller, has been named manager of new construction involving more than \$10 million. George E. Gere, also a former assistant controller, has been named controller, and Robert R. Mall will succeed Mr. Gere as assistant controller. Mr. Miller has been with Carnegie Tech 41 years, Mr. Gere 15 years, and Mr. Mall 14 years.

Mr. Du

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GENEROUS DESK SPACE.
Superb Craftsmanship
Furnished with a
combined LAVALIER and
DESK type microphone.

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WRITE

DAVIS SOUND

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Charles Luckman

Charles Luckman, architect, has been named a member of the newly created board of trustees of the State Colleges of California, according to a recent announcement by **Gov. Edmund G. Brown**. Mr. Luckman was selected to fill the vacancy created by the resignation of **Warren M. Christopher**, Los Angeles attorney, who accepted a post on the coordinating council for higher education in California.

James W. Reynolds, for the last year president of the Association for Higher Education of the National Education Association, has been appointed to a four-year term on the Educational Policies Commission of the N.E.A. Dr. Reynolds has been a member of the University of Texas College of Education faculty since 1948. He is editor of the *Junior College Journal*, published by the American Association of Junior Colleges, and editor of the *Texas Journal of Secondary Education*.

Thomas S. Thompson, for the last three years director of the Sustaining Associates Program at Washington University, St. Louis,



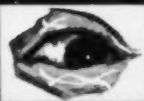
T. S. Thompson

has been appointed director of college development at Knox College, Galesburg, Ill. In his new assignment he will be responsible for the coordination and execution of the development program of the college and for its expanding program of corporate, foundation and individual support. Prior to his career at Washington University, he held a development responsibility at Lewis and Clark College, Portland, Ore.

Raymond J. Spaeth, vice president and treasurer of Illinois Institute of Technology for the last 20 years, has resigned to accept appointment as president of the Beverly Bank of Chicago. He assumed his new duties on October 1.

R. Wendell Harrison, vice president of the University of Chicago and dean of its faculties, was appointed acting chancellor last month.

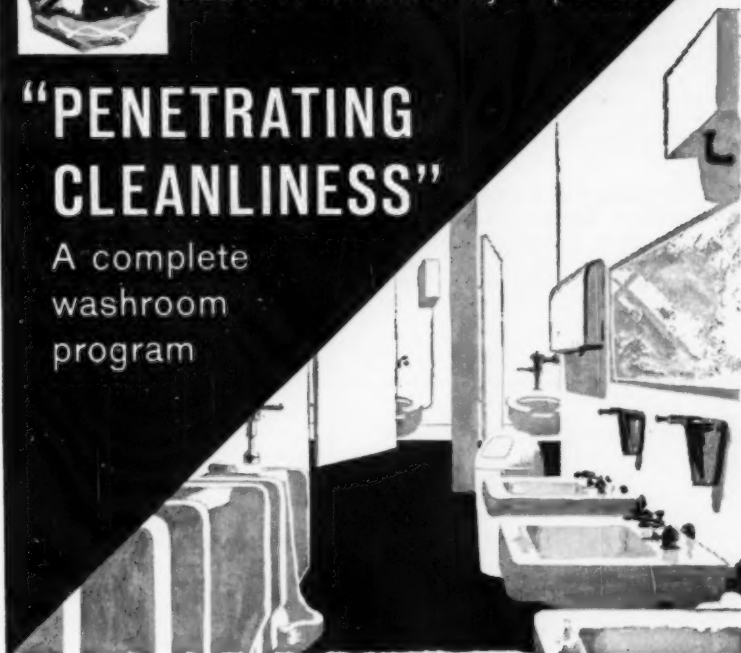
(Continued on Page 87)



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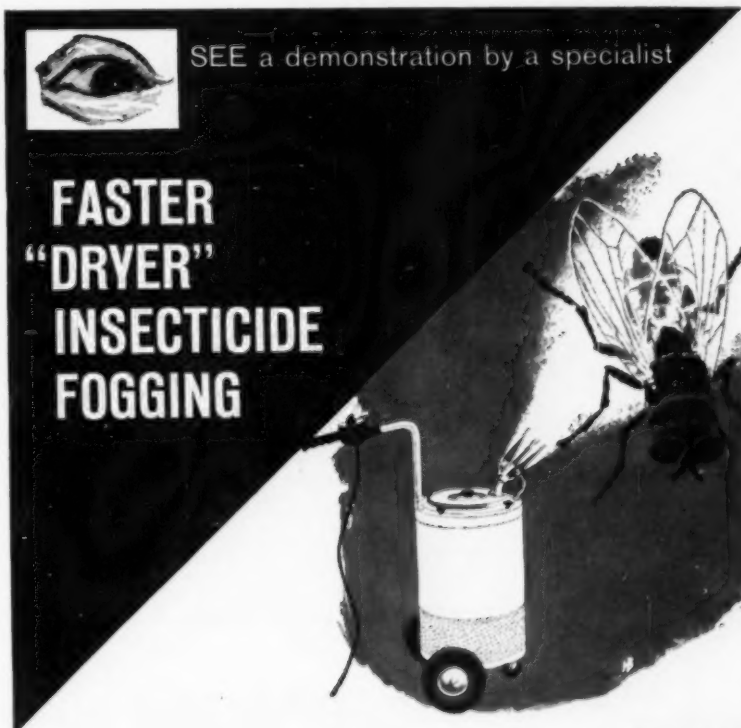
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DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officers Associations

President: Charles H. Wheeler III, University of Richmond; secretary: Kenneth Dick, University of Idaho.

Canadian Association of University Business Officers

President: M. C. Tillotson, Queen's University; secretary-treasurer: D. S. Claringbold, treasurer, Hart House, University of Toronto.

National Association of College Stores

President: C. Paul Irvine, Oregon State College Cooperative Association, Corvallis, Ore.; general manager: Russell Reynolds, 55 East College Street, Oberlin, Ohio.

American College Public Relations Association

President: Lyle M. Nelson, University of Michigan; executive director: Frank L. Ashmore, 1785 Massachusetts Ave., Washington 6, D.C.

National Association of Educational Buyers

President: Bruce Partridge, University of Delaware; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

Convention: May 3-5, Chase Hotel, St. Louis.

College and University Personnel Association

President: Charles T. Clark, University of Texas; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 605 S. Goodwin Ave., Urbana, Ill.

National Association of Physical Plant Administrators of Universities and Colleges

President: Carl M. F. Peterson, Massachusetts Institute of Technology; secretary-treasurer: John H. Sweitzer, Earlham College, Richmond, Ind.

American Alumni Council

President: George J. Cooke, Princeton University; executive director: Ernest T. Stewart, 1785 Massachusetts Ave., N.W., Washington 6, D.C.

Association of College and University Housing Officers

President: Fred A. Schwendiman, Brigham Young University; secretary-treasurer: A. Thornton Edwards, Kansas State University.

Association of College Unions

President: Gerald T. Erdahl, N. C. State College, Raleigh, N.C.; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Associations of College and University Business Officers

American Association

President: G. Cletus Birchette, Atlanta University; secretary: C. E. Prothro Jr., Tuskegee Institute.

Convention: May 4-6, Texas Southern University, Houston.

Central Association

President: Harlan Kirk, Michigan State University, East Lansing, Mich.; secretary-treasurer: James J. Ritterskamp Jr., Washington University, St. Louis.

Eastern Association

President: Vincent Shea, University of Virginia; secretary-treasurer: Kurt M. Hertzfeld, Boston University.

Convention: Dec. 4-6, White Sulphur Springs, Va.

Southern Association

President: C. L. Springfield, Southwestern at Memphis; secretary: C. O. Emmerich, Emory University.

Western Association

President: Harry E. Brakebill, San Francisco State College; secretary: Charles O. Pierpoint, University of Redlands.

Convention: April 30-May 3, Portland, Ore.

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In association with privately-supported colleges
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(Continued From Page 85)

Chancellor Lawrence A. Kimpton left September 8 to take an executive position with Standard Oil Company of Indiana.

The Very Rev. Laurence V. Britt is to succeed the Very Rev. Celestin

J. Steiner as president of the University of Detroit on October 20. Father Steiner, 62, president since 1949, has been appointed chancellor.

Mark Reinsberg, public relations man and adult education instructor at the University of Illinois, has been

appointed vice president of Roosevelt University, Chicago, in charge of development.

Dr. Laurens H. Seelye, former president of St. Lawrence University, Canton, N.Y., died recently at the age of 71.

classified advertising

TERMS: 30¢ a word—minimum charge of \$6.00 regardless of discounts. For "key" number replies add five words. Ten per cent discount for two or more insertions (after the first insertion) without changes of copy. Forms close 8th of month preceding date of issue. College and University Business, 919 N. Michigan Ave., Chicago 11, Ill.

POSITIONS WANTED

Business Officer — Not accountant; experienced all phases college business management, seeks challenging opportunity to serve preferably church institution needing competent administrative assistance. Write to Box CW 567, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager — Purchasing Agent — Experienced in business affairs, procurement, new construction, buildings and grounds; age 30, married, 3 children; would prefer university where possible to gradually work toward Master's Degree; presently business manager at university with 2600 enrollment. Write to Box CW 568, COLLEGE AND UNIVERSITY BUSINESS.

Consultant — Attorney, former FBI agent and state department security chief; experienced in campus police, traffic, and government security matters available as consultant to schools interested in starting security programs or reevaluating existing ones. Write HARVEY BURSTEIN, 294 Washington St., Boston 8, Mass.

Director of Services — Ten years experience university level background includes counseling, comptrollership; fund raising and public relations. Write to Box CW 563, COLLEGE AND UNIVERSITY BUSINESS.

Director of Housing — Experienced educator, administrator, businessman; handle personnel, operations, maintenance for all phases of college housing; assist with plans and policies; resumé available; 49, married; Master's Degree; available immediately. Write to Box CW 536, COLLEGE AND UNIVERSITY BUSINESS.

Food Director — Institutional and Restaurant experience at managerial level; able to direct and participate in purchasing, budgeting, training and supervision to produce quality and service. Degree; prefer west coast or Florida. Write to Box CW 565, COLLEGE AND UNIVERSITY BUSINESS.

Physical Plant Administrator — Extensive experience in supervision, design, planning, purchasing, budget, construction, remodeling, maintenance and plant engineering; many years with industry; present responsibility, large physical plant; registered professional engineer (mechanical) licensed engineer, steam and power generation; resumé upon request. Write to Box CW 566, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent Buildings and Grounds — Fourteen years as superintendent of small college; fully experienced in maintenance, heating plant, grounds, purchasing; desires west location. Write to Box CW 569, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Accountants — Senior and junior accountant positions with internal auditing division of large midwest state university; university Degree with Major in Accountancy required; salaries according to training and experience. Send resumé to Box CO 375, COLLEGE AND UNIVERSITY BUSINESS.

Assistant Food Service Manager — Large eastern state university; new dining facilities under construction offer an excellent opportunity for a well-trained man with some experience in food production and personnel supervision; good salary and employee benefits. Send resumé to Box CO 374, COLLEGE AND UNIVERSITY BUSINESS.

Assistant to Physical Plant Administrator — Require man with substantial experience in buildings and grounds maintenance, plant engineering and construction, personnel supervision and purchasing with ability to coordinate personnel in all departments within the physical plant operation; permanent opening in pleasant location in South Carolina; large expansion program underway; please send complete resumé, recent picture and date available. Write to Box CO 376, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager — Small mid-western church-related university interested in competent and well trained business manager; supervision of plant and property management; chief purchasing agent; supervision of budget, accounting, and student income; employment of non-academic personnel; position related directly to president's office. Write to Box CO 373, COLLEGE AND UNIVERSITY BUSINESS.

Cafeteria Supervisors — (2) Male, serve 9,000 meals per day from 8 cafeteria lines; college degree in Institutional or Restaurant Management, retirement, social security, sick leave, excellent vacations, 5-day week; submit complete resumé and send recent photograph. Apply to Gilbert P. Volmi, Director, University Food Service, UNIVERSITY OF MARYLAND, College Park, Maryland.

Dietitians — (3), 100 on staff, 9,000 meals per day; college degree in Institutional Food Management and one year top supervisory experience required; salary \$5350 — \$6688; excellent advancement opportunities, retirement, social security, sick leave, excellent vacation, 5-day week; submit complete resumé and send recent photograph. Apply to Gilbert P. Volmi, Director, University Food Service, UNIVERSITY OF MARYLAND, College Park, Maryland.

Estimator — Excellent opportunity for a man with experience in estimating construction and remodeling work; must be a graduate engineer and a registered Professional Engineer; should have at least 12 years experience in estimating all types of work, with a working knowledge of unit costs in the general construction trades and in the mechanical and electrical fields; excellent retirement and insurance benefits; all replies held confidential. Send resumé, including academic background, positions held, references, and salary requirements to Mr. L. C. Stephens, Personnel Department, OHIO STATE UNIVERSITY, 190 N. Oval Drive, Columbus 10, Ohio.

Foods Director — Pacific coast, university student union; responsible for soda bar, coffee shop, grill, small cafeteria, catering; academic background and Degree required; salary flexible depending upon experience. Write to Box CO 377, COLLEGE AND UNIVERSITY BUSINESS.

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Leading College Food Service organization has positions available for quality-minded young male graduates (22-35); excellent salary, unusual opportunities for advancement; send resumé of your experience:

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this superb
new microphone
adapts perfectly to changing
teaching
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A lecture is only as good as it sounds—and how it sounds depends first and foremost on the microphone. In designing the superb new Unidyne III microphone, Shure incorporated every feature that experience shows modern institutions need.

IT FOCUSES ON THE VOICE. Unidirectional pick-up pattern (from the front only) suppresses random background noise. Students hear *you*, not shuffling papers, not footsteps, not street noises. Completely controls annoying feedback "squeal."

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SPECIAL LANGUAGE LABORATORY MODEL. Model 544—Highly and authoritatively recommended for master microphone in language lab. (Shure also makes a lower cost Model "425" "student-proof" microphone for use throughout language laboratory systems.)

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WHAT'S NEW

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card on page 101. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Dynalevel's Column of Light Indicates Sound Intensity

More susceptible to low and high frequencies than the human ear, the Dynalevel is designed to indicate the intensity or volume of sound with a column of

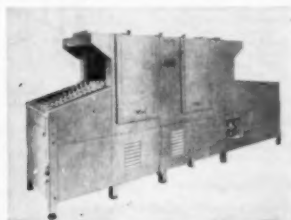


light which is divided into sections, each with a different colored lamp and representing a four-decibel change, giving an overall range of 40 decibels. A volume control makes it possible to adjust the unit to accommodate large or small groups or an individual. Among its many uses, the Dynalevel serves as an audio-visual aid for teaching breath support and control, and demonstrates obvious styles of playing or phrasing. Self-contained, with detachable light column and microphone, the compact, completely portable unit has outlets for connecting to any sound reinforcing or recording-reproducing system. **Conn Corp., Elkhart, Ind.**

For more details circle #547 on mailing card.

Toledo Rackless Dishwashers Combine "Add-A-Tank" Units

Maximum efficiency and low cost operation are provided with Toledo Rackless Conveyor Dishwashers, which consist of combinations of "Add-A-Tank" units necessary to achieve desired capac-



ities, lengths and other specific requirements. Features which aid in economizing dishwashing operations include an electric water level control that automatically fills and maintains the desired water level in all tanks during the washing cycle, and an electric final rinse control that operates only when dishes are

in the final rinse area, reducing the volume of rinse water and agent consumed. The dishwashers are offered in 16 basic model variations and "Add-A-Tank" units may be added at any time to meet new requirements. **Toledo Scale Corp., Kitchen Machines Div., 245 Hollenbeck St., Rochester, N.Y.**

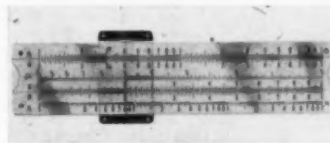
For more details circle #548 on mailing card.

Compact RCA Training Device Teaches Transistor Technics

A compact training unit that weighs 4½ pounds and uses self-contained batteries as a power source is developed by RCA for instructing technical students in the use of transistors. A dozen separate circuits are pre-wired on its 8½ by 11-inch "jackfield" and using a diagram template affixed to it, the student can mount solid state devices at indicated positions to complete an operating circuit for such units as a superheterodyne radio receiver. Additional templates provide training experience in basic circuitry and other transistor applications. **Radio Corp. of America, Camden 2, N.J.**

For more details circle #549 on mailing card.

Authentic Detail In Transparent Slide Rule



A visual aid for use with overhead projectors, the new Beseler transparent slide rule permits the instructor to face his class while manipulating the unit as an image of it that is ten times its actual size appears behind him. Instruction of all slide rule technics is accelerated and simplified with the nine-inch rule of clear lucite printed with large, easy-to-read figures and with a smooth sliding transparent hair-line indicator, which is authentic in detail and may be used as a regular slide rule when not in use in the projector. **Charles Beseler Co., 219 S. 18th St., East Orange, N.J.**

For more details circle #550 on mailing card.

Edwards Language Laboratory Console Broadcasts Up To Four Lessons

Features of Edwards new and simplified language laboratory system include flexible multi-channel programming and elimination of mass tape duplication and bulk erasing. The instructor's master console, the nerve center of the system, houses lesson channel controls, student selector switches, amplifiers and tape

playbacks in a single compact unit with uncomplicated knobs and keys which make operation simple. Up to four separate lessons can be channeled to any desired combination of student booths.



Greater program flexibility is possible as individual students can work independently with advanced or remedial material and still be under the teacher's control. Dual-track tape recording and playback equipment are used throughout the system, the lesson material transcribed on the "lesson" track, which cannot be erased but can be used indefinitely, and the pupil responses on the erasable "practice" track which permits the student to correct his own errors instead of repeating them. **Edwards Co., Inc., Educational Equipment Div., 92 Connecticut Ave., Norwalk, Conn.**

For more details circle #551 on mailing card.

Boltathene Dish Boxes Durable Yet Lightweight

Lightweight dish boxes of Boltathene, a new material made with Polypropylene, are tough and durable, so rigid that they are virtually unbreakable, and highly resistant to acids, fruit juices, stains and



abrasions. Available in white and gray, Boltathene dish boxes are designed to hold three silverware cylinders, and a bracket to hold the containers is obtainable. **Bolta Products, Div. of General Tire & Rubber Co., 70 Garden, Lawrence, Mass.**

For more details circle #552 on mailing card.

(Continued on page 90)



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Single-Side-Band Transmission Units Have High Speech Intelligibility

Models 440 and 440SL are pressure operated microphones, use the balanced-armature controlled magnetic principle, and have a high output level, smooth response and a semi-directional pickup pattern.



tern. Designed for single-side-band transmission, both units have a high speech intelligibility for the narrow audio frequency range required, with an average rising characteristic that helps to mask background noise. The 440SL is an integral assembly of microphone, grip-to-talk slide-to-lock switch, and a desk stand, and the 440 has a standard 3/8 inch 27 thread and can be mounted on any desk or floor stand. Shure Brothers, Inc., 222 Hartrey Ave., Evanston, Ill.

For more details circle #553 on mailing card.

Onan Magneciter Generator Standard on 25KW Electric Plants

A new Magneciter Generator with Static Exciter and Voltage Regulator, formerly available only on larger units, is installed as standard equipment on all Onan 25KW gasoline driven electric plants. Constructed of rugged coils and windings, the Magneciter eliminates hundreds of electrical connections, requires no extra sensitive adjustments, is light weight and compact, and provides efficient performance in both primary and standby applications. D. W. Onan & Sons Inc., 2515 University Ave. S.E., Minneapolis 14, Minn.

For more details circle #554 on mailing card.

Alphacolor Oil Crayons Easily Rubbed and Blended

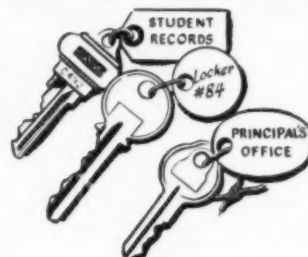
A new member of the Alphacolor product family, Oil Crayons are a soft-textured



art medium and provide oil and pastel effects on paper or fabric. Manufactured in square sticks 7/16 by 2 3/4 inches, the crayons are smooth to work with and are easily rubbed or blended. A plastic "Pallet-Tray" which holds each stick in a separate compartment is featured with every 12-stick box of Alphacolor Oil Crayons. Weber Costello Co., 12th & McKinley Sts., Chicago Hts., Ill.

For more details circle #555 on mailing card.
(Continued on page 92)

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THEFT VANDALISM UNAUTHORIZED ENTRY

You need TELKEE, the only complete system of key control. TELKEE keeps keys in order, hides their identity—yet shows whereabouts of borrowed or assigned keys at a glance.

Savings in time alone pay for TELKEE. The value of the added protection, privacy and convenience is immeasurable.

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The MOORE KEY CONTROL System
GLEN RIDGE, PENNSYLVANIA



Holds 72 coats
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Wheels as readily as a small service cart. The Vee-P rack unfolds into a rigid 6' 6" long unit holding 72 coats and hats. Scientifically counter-balanced so that it can be set up literally in seconds and fold down for storage as easily as an umbrella. Built of square tubular steel with double hat shelves of closed-end aluminum tubes supported by cast aluminum brackets. Plated to assure permanent beauty. Quality in engineering, construction and finish. The most efficient equipment yet developed for dining and meeting rooms, stand-by equipment, etc. . . . for wherever the "load" varies.

Write for Bulletin VP-16



No. VP200 has rail for garment hangers.

No. VP300 has anchor coat hooks below hat shelf.

Made
Only By **VOGEL-PETERSON CO.**
Rt. 83 & Madison St. • Elmhurst, Ill.

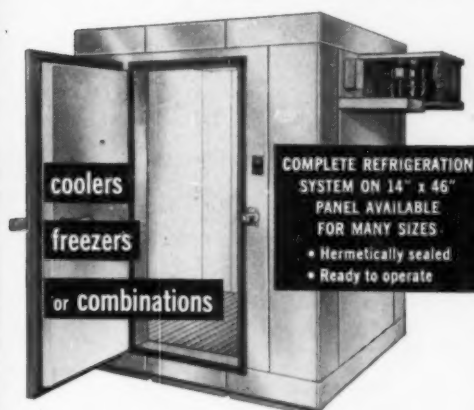
THINGS ARE CHEAPER THAN PEOPLE

All through the advertising pages of this magazine and in the "What's New" section there is information on products that will save you and your staff time and do the job better. Every wise administrator knows that time saved is money saved—that *things* are cheaper than people. Be sure you know all that research and manufacturing skill are making available to save you and your staff time and money—and do the job better.

Turn to the yellow sheet at the back of this issue—you'll find every product shown in the magazine identified by number. The postage-paid return card will bring you the specific information you need. Be sure to keep up to date. Use the card and be sure.

Bally walk-ins

Aluminum or steel sectional construction



Sanitary! Strong! Efficient! You can assemble any size cooler, freezer or combination in any shape from standard sections. Add sections to increase size as your requirements grow. Easy to disassemble for relocation.

Bally Case and Cooler, Inc., Bally, Pa.

Get details—write Dept. CUB-10 for FREE book.

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Monroe Leadership



FOLDING CHAIRS
All-steel, also plywood or padded seat.
Complete line. Direct prices, discounts. See Catalog.

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The leader, 7 models, sizes — for transporting, storing. Smooth rolling, easy loading. See Catalog.

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TO CHURCHES & INSTITUTIONS**

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NEW—Completely automatic lock on pedestal and legs. "Snaps" them rigidly in place, or folded flat. New pedestal and frame construction.

Mail coupon, write, wire or phone for our beautiful new catalog with color pictures of Folding Tables, Folding Chairs, Table and Chair Trucks, Portable Partitions, Bulletin Boards, Folding Risers and Platforms.

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Address _____

City _____ Zone _____ State _____

We are interested in (Tables, Chairs, etc.) _____

THE MONROE COMPANY 77 Church St. COLFAX, IOWA

Portable Language Laboratory Accommodates Up To 10 Students

A new system that makes full use of confined space and limited budgets, the Rheem Califone portable language laboratory consists of a Master Tape Re-



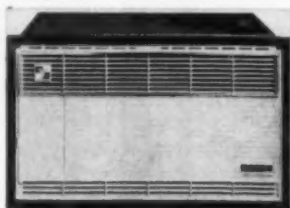
recorder, Model 75-TA, with output jacks to accommodate up to 10 Solitaire Tape Recorders, Model 72-T, in a "master-slave" combination. For individual use by the student, the Solitaire is a dual channel recorder mounted in a booth-type portable carrying case lined with polyurethane sound proofing. Rheem Califone Corp., 1020 N. La Brea Ave., Hollywood 38, Calif.

For more details circle #556 on mailing card.

Room Air Conditioners Are "Powerful-Quiet"

A new compressor, dual pistons with automotive piston rings to ensure top cooling capacity, and a system of jet-type tubes feeding refrigerant to the compression chambers give the "powerful-quiet" York

line of room air conditioners added cooling power, while dual suspension of the internal and external mechanism of the compressor absorbs vibration and an acoustically designed front silences air sound for ultra-quiet operation. Other features of the 1960 line include a hygienic-clean filter, multi-direction air grilles, heavy gauge steel casings, variable cooling speeds and an automatic thermostat. The conditioners are available in three sizes: the compact, lightweight Adventurer; the medium-sized Discoverer, illustrated, and the Conqueror, a multi-room unit. All



models have been restyled and are manufactured in a dark or a pastel gray trimmed with silver. York Div., Borg-Warner Corp., York, Pa.

For more details circle #557 on mailing card.

No. 616 Worksaver Cart Provides Extra Shelf Capacity

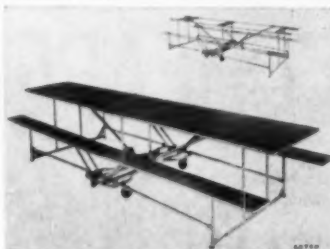
Only 50 inches high, the new six-shelf member of the Bloomfield Worksaver cart line, No. 616, can pass through any standard door opening. Designed to provide extra shelf capacity for food service and

other institutional uses, the unit is made entirely of dirtproof, easy-to-clean stainless steel with a lustrous finish, and has one rubber bumper completely encircling the cart and another on its pushbar. The cart has a 500-pound capacity, yet rolls over any surface easily and quietly on four rubber-tired, ball-bearing-equipped casters. Bloomfield Industries, Inc., 4546 W. 47th St., Chicago 32.

For more details circle #558 on mailing card.

Uniframe Roll-Away Tables Have Solid Welded Understructures

Extra table strength is achieved with unit-frame construction, a feature of the Uniframe roll-away type folding lunch tables. The solid welded understructure completely supports table and bench tops,



preventing them from sagging or warping or from swaying or shaking when in use, and locks automatically to eliminate surprise closings and table tipping. Easy walk-in is permitted with the new design and the under table area is virtually free of obstructions. The tables roll on four-inch rubber tired casters, are simple and safe to operate, and open and close in a single motion. Smith System Mfg. Co., 212 Ontario S.E., Minneapolis 14, Minn.

For more details circle #559 on mailing card.

Study Top Chair-Desk in Academy Series

"Cross Design" tubular steel understructure welded at five points gives the Model 610 Chair-Desk in the new Academy Series of classroom furniture extra strength and rigidity. An off-set right front



leg increases balance and stability as does the new wide stance with tapered leg. The design does not interfere in any way with room arrangement or space, or with students in getting in or out of the seat. General features known as the Bodytone seat and "Palette" study top also enhance the appearance and comfort of the chair-desk unit. General School Equipment Co., 869 Hersey St., St. Paul 14, Minn.

For more details circle #560 on mailing card.

(Continued on page 94)

COFFEE & CREAM in one operation

NEW ABC AUTOMATIC COFFEE CREAMER

CONNECTS TO
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MINUTES

COUNTER SERVICE — SELF SERVICE

simply open the faucet
in the usual manner and
draw the type of coffee
indicated . . .

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(no cream)
REGULAR COFFEE
(coffee and cream)
LIGHT COFFEE
(extra cream)

Serves an accurate measure of PORTION CONTROLLED coffee and cream AT THE SAME TIME . . . whether a cupfull or a large take-out container!

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402 W. MARYLAND ST. • INDIANAPOLIS 25, INDIANA

Series 60 Folding Chairs Priced for Low Budgets

Priced for institutions with limited budgets, the new Krueger line of Tubu-



lar Steel Folding Chairs, Series 60, is designed to provide quality portable seating

at low unit costs. The economical chairs open and close easily and noiselessly, are styled in a non-collapsing X-Type design and are available in models with steel, Masonite recessed panel or upholstered seats. **Krueger Metal Products Co., Box 1097, Green Bay, Wis.**

For more details circle #561 on mailing card.

Draft Barrier Storage Cabinets Give Storage Space and Heating

With Chromalox Electric Baseboard mounted behind the Draft Barrier Storage Cabinets, the new units provide concealed perimeter heating as well as abundant storage space and may be used as independent room heaters or with the Chromalox Unit Ventilator. The cabinet

base and top grille are perforated to allow air circulation to the baseboard heaters, cool air entering through the cabinet base where it is heated and rising upward through the top grille, counteracting downdrafts. Of 16-gauge steel, factory finished in baked-on Coral-Tan enamel, the cabinets have adjustable shelves, are available in two, three and four-foot lengths, and may be joined together to form longer lengths for full wall coverage.



Edwin L. Wiegand Co., 7500 Thomas Blvd., Pittsburgh 8, Pa.

For more details circle #562 on mailing card.

LINCOLN

battery powered automatic floor scrubbers



Only fresh clean water goes on floor. Machine scrubs, rinses and vacuums up scrub water in single automatic operation. No fumes. No odors. No wire cords. Choice of 21" and 30" scrubbing widths.

For clean, really clean floors, go Lincoln-Wilshire automatic. Complete line of equipment for scrubbing, sweeping and polishing floors. A faster, more thorough job for less money.



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LINCOLN FLOOR MACHINERY CO. AND WILSHIRE POWER SWEEPER CO.
divisions of American-Lincoln Corporation...in business since 1903

Lithomaster Packaged Inks for Office Duplicators

Developed primarily for use on ATF Chief 15, Multilith, A. B. Dick and similar office duplicators, ATF Lithomaster inks are conveniently packaged in one pound cans. The new line of inks prints sharp and clean with exceptionally rapid setting and fast drying. Intensive testing proves them equally effective for direct image and pre-sensitized plastic, as well as paper, zinc and similar plates. Lithomaster inks are offered in General Purpose Black, Half Tone Black, All Purpose Brown, Milori Blue, Medium Red, Lemon Yellow and Bright Green. **American Type Founders Co., Inc., 200 Elmore Ave., Elizabeth, N.J.**

For more details circle #563 on mailing card.

Automatic Flaked Ice Machine in Mobile Type Unit

The Ross-Temp Roll-O-Matic is a combination roll-away bin with a choice of

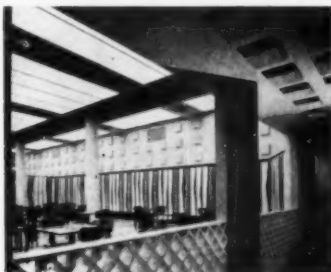


three capacities of continuous flow flaked ice machines. The Roll-O-Matic insulated storage bin rolls under the ice machine which shuts off automatically when the cart is removed. The filled bins are then rolled to kitchens, cafeterias and other food service areas where the ice is used. Bin capacity is 250 pounds of flaked ice, and ice machines are available in capacities of 150, 250 and 500 pounds in 24 hours. **Ross-Temp, Inc., 1805 S. 55th Ave., Chicago 50.**

For more details circle #564 on mailing card.

Geocoustic Cellular Glass "Patches" Effectively Sound Condition

Individual units of acoustical cellular glass are used for effective sound conditioning in the new Geocoustic system. The open-celled cellular glass material has unusual properties, including rigidity and dimensional stability that permit precision engineering. Small holes of precise dimensions can be made to prede-



termined depths, permitting the production of absorption units that may be "tuned" to specific frequencies, so that effective sound conditioning is achieved through "patch" installations. Units are mounted on four square pads a half-inch thick, creating the effect of a resonant chamber. The illustration shows Geocoustic cellular glass units mounted on the upper part of the walls of a cafeteria, making full use of the Geocoustic function of sound absorption, diffusion and control. The high absorption efficiency of Geocoustic makes it possible to achieve desired acoustical results with smaller and fewer patches, reducing cost and resulting in attractive designs. **Pittsburgh Corning Corp., One Gateway Center, Pittsburgh 22, Pa.**

For more details circle #565 on mailing card.

Custom Sound Components Cover All Requirements

All requirements for sound distribution, from music distribution to high power paging equipment, are included in the complete new line of compatible custom sound components introduced by Webster Electric. Called the Webster custom



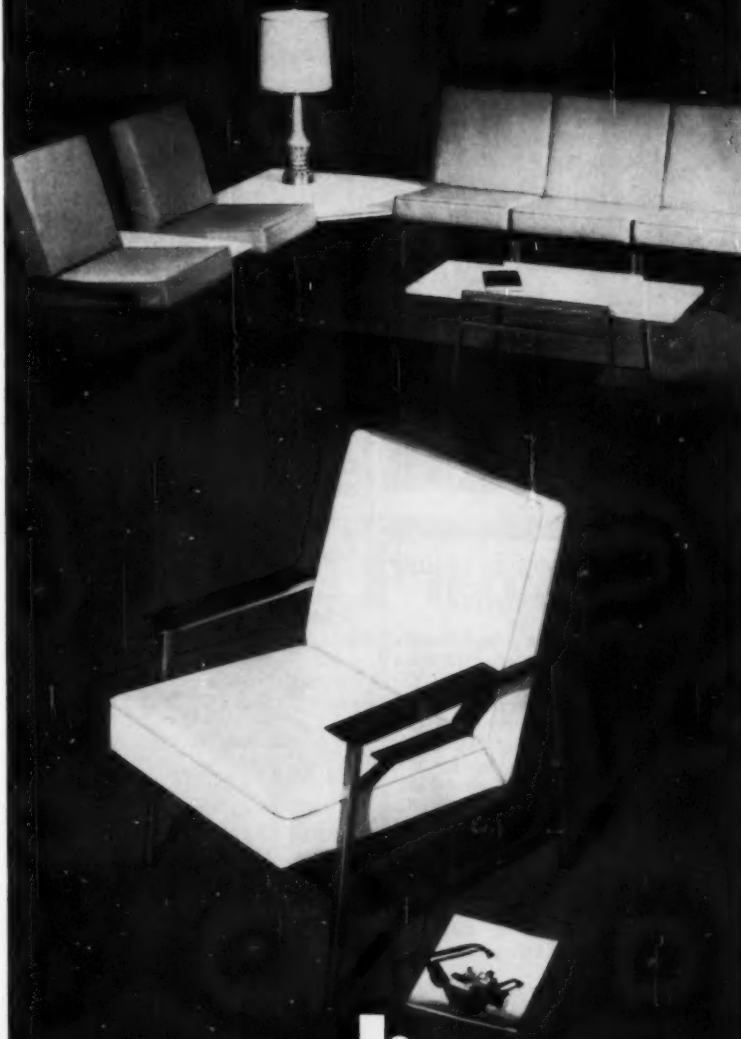
sound line of rack-mounted equipment, all parts are engineered to provide as complete a unit as may be required. Components include an AC power panel; relay panel; inlay panel; AM-FM tuner; monitor panel; output panel; four-speed phono changer and/or tape player; pre-amp panel; amplifiers; speakers; microphones, and the basic rack. Any combination can be installed with compatibility. **Webster Electric Co., Racine, Wis.**

For more details circle #566 on mailing card.

(Continued on page 96)

LUXURY FOR LOUNGING . . . Howell's versatile new **ENCORE** collection of upholstered modular furniture. Light tubular steel with clean modern lines . . . three smart metal finishes—white, bronzite or satin chrome . . . choice of supported vinyl or fabric upholsteries . . . 3 inch firm cushions. Chair units are free standing or can be combined with simple clamps for a variety of seating arrangements. Tables, too, fit into the modular plan.

Send for catalog illustrations, specifications and photos of actual installations—tell us the possible use you have in mind and get specific recommendations. **Stacking Chairs—Lounge Furniture—Tables and Chairs—Occasional Tables.**



HOWELL

439 S. First St., St. Charles, Ill.

Terrazzo and marble maintenance that's simple!



Huntington Terrazzo Seal* protects the floors by sealing out dirt and moisture!

Maintenance of terrazzo and marble floors can mean plenty of extra work and endless costly headaches for "minor" repairs. But they aren't necessary. Avoid these problems by sealing with Huntington Terrazzo Seal when new or after a thorough clean-up. It's simple. Clean the floor thoroughly, apply the seal, and that's it. A periodic wet mopping, and the floor will sparkle. Dirt and moisture stay on top where they are easy to remove. The floor is protected from stains; grease and chemicals; and alkalis and alkali salts, too. Discoloration, cracking, pitting, scuffs, scratches and most other maintenance headaches are less likely to occur.

Huntington Terrazzo Seal also provides a natural base for wax. Makes wax maintenance much easier, too.

*Trade-mark, Huntington Laboratories

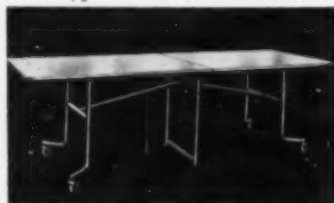


See our representative,
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Easily Operated Benchless Table In Howmatic "TN"

The Howmatic "TN," an easily operated, economy-priced benchless mobile unit, is held in check by springs when partly opened until either opening or folding actions are continued by the operator, and locks automatically when completely opened, remaining in that position until unlocked for folding. With free-wheeling, casted end legs, the new cafeteria-type table's features include a



one-inch safety gap where the top halves meet and two-inch radius safety corners, a low center of gravity that prevents tipping, and single-fold structure that eliminates corners where food might accumulate. Available in six, eight, 10 or 12-foot units, the "TN" has all-steel chassis and legs finished with cadmium and a solid sheet plywood core top covered with a layer of patterned plastic laminate. **Howe Folding Furniture, Inc., 1 Park Ave., New York 1.**

For more details circle #567 on mailing card.

Cream Dessert and Pie Filler Mix Needs Only Egg Yolk and Water

Lemon pie, pudding or cream sauce can be made by adding egg yolk and water to the new Continental Cream Dessert and Pie Filler. Packaged in a polyethylene coated aluminum foil inner bag hermetically sealed to keep out moisture and prevent deterioration, the mixture is available in 26-ounce boxes printed with serving suggestions or in five-pound cans. **Continental Coffee Co., 2550 Clybourn Ave., Chicago 14.**

For more details circle #568 on mailing card.

15-Inch Floor Machine Added to KL Dyna-Craft Line

All of the proven features of the KL Dyna-Craft line of floor machines are built into the new 15-inch model recently added. Listed by Underwriters Laboratories, the midweight wider-brush ma-



chine has a two position, pivotal-rigid combination handle, double lever momentary safety switch, convenient carry handle and silent and positive gear drive, among other features. **General Floorcraft, Inc., 3630 Rombouts Ave., Bronx 66, N.Y.**

For more details circle #569 on mailing card.

Syracuse China in Attractive Patterns

Several new patterns are now available for institutional use in the Hospitality Group of Syracuse China. Illustrated is the new Embassy Pattern with narrow



decorating band for attractive table and tray settings. The solid section is maroon and the scroll design is a soft gray. The decoration is applied under a steel-hard glaze to permit automatic dishwashing without possibility of fading or wash-off, and to prevent scratching with table knives. **Syracuse China Corp., 1855 W. Fayette St., Syracuse 4, N.Y.**

For more details circle #570 on mailing card.

Proportioned Washing Aids in Polyethylene Envelopes

The complete Kal line of dry concentrated laundry chemicals, including detergent, chlorine bleach, gentle bleach, bluing and ammonia, is now offered to colleges and universities in premeasured polyethylene envelopes. Practical for residence hall laundry rooms, the envelopes will not leak or break and the laundering aids are proportioned to prevent oversudsing and over-dosing, reducing washer maintenance. An attractive Kal-Vend automatic dispenser is also available. **Kaleen Chemical Corp., 241 Church St., New York 13.**

For more details circle #571 on mailing card.

Conserv-a-Matic File Operates Electrically

A development in automated filing to conserve time and effort is now available in Conserv-a-matic. Operating electrically and automatically, it eliminates bending, walking, stretching and pulling or push-



ing of file drawers. Pushbutton operation brings the desired set of files within reach of the sitdown file clerk in an average of ten seconds, permitting quick access to or filing of material. Conserv-a-matic units are made of heavy gauge furniture steel in various heights, equipped with 110 volt motors with plugs which fit any receptacle. Floor space is saved since the system permits use of full wall space to the ceiling. **Supreme Steel Equipment Corp., 53rd St. & 1st Ave., Brooklyn 32, N.Y.**

For more details circle #572 on mailing card.

Rusco Curtain Wall in Steel and Aluminum

Available in steel and aluminum, the new Rusco curtain wall is finished in baked enamel and provided in any specified colors. The panels are porcelain-on-steel sandwich construction with insulating cores of fiber board, one side faced with hardboard and the other with an additional aluminum foil barrier. Of modular design, the windows are constructed with vertical mullions attached to the building structure, permitting normal thermal expansion and building deflection without interfering with satisfactory functioning of the curtain wall. All components necessary for assembling and attaching the curtain wall are manufactured by the company, and metal components are bonderized. F. C. Russell Co., P.O. Box 26, Columbiana, Ohio.

For more details circle #573 on mailing card.

Individual Beverage Servers Have "No Drip" Spouts



"No Drip, No Chip" individual beverage servers are introduced in the line of heavy, fireproof Hall China. A metal tip

spout is permanently attached to the servers to prevent dripping and to protect against spout breakage, thus effecting savings in replacement. The two shapes illustrated are MTS-#40 for hot water, coffee and chocolate service, and MTS-#10 for hot water and tea. The latter shape is also available with knob cover as MTS-#20. Available in eight-ounce capacity, the pots are offered in 26 different underglaze colors. The Hall China Co., East Liverpool, Ohio.

For more details circle #574 on mailing card.

Demonstration Fume Hood For Science Classrooms



Specifically for demonstration purposes in the science classroom, the new Duralab Fume Hood is designed so that all four sashes can rise vertically at the same time, permitting the students a clearer view.

The hood superstructure is constructed of a heavy duty angle frame and lined with one-quarter inch chemically treated Transite. Duralab Equipment Corp., 986 Linwood St., Brooklyn 8, N.Y.

For more details circle #575 on mailing card.

Mitchell R-35 Reflex Camera Features Versatility of Operation

Streamlined design and full aperture reflex viewing are combined in the new R-35 professional 35mm. lightweight reflex cine motion picture camera. Capacities of the versatile unit include theatrical or television productions, underwater photography, high speed instrumentation, and animation and stop motion filming. Used as either a hand-held or tripod-mounted camera, the R-35 is intended for field as well as studio use, and the magazine is located on the underside of the camera, serving as an integral part of the support. The use of dual shutters and Super-Baltar lenses designed especially for the R-35 are among the unit's features. Mitchell



Camera Corp., 666 W. Harvard St., Glendale 4, Calif.

For more details circle #576 on mailing card.

(Continued on page 98)



**ENGINEERING
AND DESIGN**

PALMER Dormitory Furniture is factory-built furniture—functionally planned from the ground up. PALMER'S skilled designers and engineers work in concerted effort with architects when building is still in the design stage. This assures sound, functional arrangement, eliminates expensive and extravagant oversights.

PALMER DURABLE SPACE SAVING DORMITORY FURNITURE

PALMER Dormitory Furniture is sound, lasting, functional furniture, specifically designed, expertly engineered. At PALMER all research, all construction is devoted to the production of institutional furniture, featuring specialized, dependable construction. For at PALMER this is our business—our entire business.

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QWIK-STIX LAPEL BADGE
504 W. Grand Ave.
Oklahoma City 2, Okla.

**Sound Slidefilm Projector
Is Lightweight and Compact**

DuKane's model 14A395 sound slide-film projector is a lightweight, compact, 10 1/2-pound unit which can be set up and in action in a matter of seconds. The "Mite-E-Lite," with a two-watt sound amplifier and a 150-watt projection lamp, is used for effective audio-visual dramatizing of teaching or training material. Features of the projector include a short focal length lens that projects a large picture at close range; a 12-foot cord; a "Redi-Wind" film transport system for automatic rewinding; a locking elevation control



knob; non-marking soft rubber feet, and a matched speaker-amplifier combination with a one-knob control. The two-tone luggage style carrying case provides storage space for as many as four complete audio-visual presentations, and its inside lid becomes a shadow-box screen for showings before small groups. DuKane Corp., St. Charles, Ill.

For more details circle #577 on mailing card.

**Tomato Soup With Rice
Now in Institutional Size**

Added to the line of Heinz foods for institutional service is Condensed Tomato With Rice Soup in a 51-ounce can. The soup is also available in ready-to-serve form in the 7 3/4-ounce cans for vending and lunch counter service. The new soup is a combination of tomato soup with long-grain Patna Rice blended with seasoning and garnished with chopped parsley. H. J. Heinz Co., P.O. Box 57, Pittsburgh 30, Pa.

For more details circle #578 on mailing card.

**Disposable Insert Bags
for Waste Carts**



A disposable six-bushel polyethylene bag for collecting waste in the Waste Mobile is now available. The bag is discarded with its contents when filled. Time is saved in waste handling and the possibility of spreading dust and bacteria is reduced when the bag is used. Walton-

March, 1592 Deerfield Rd., Highland Park, Ill.

For more details circle #579 on mailing card.

**General Storage Shelving
Easy to Erect and Clean**

Incorporating a new concept in shelving, the Marketier general storage shelves



come in only three parts, shelves, posts and corner supports, erect in minutes without the use of tools, and can be adjusted to any height. The shelving is available in a variety of materials and finishes in nine stock sizes with scientifically determined selection of lengths and widths. It is easy to clean and has smooth, round corners and raised edges on all shelves that add strength and prevent items from falling off. Market Forge Co., Garvey St., Everett 49, Mass.

For more details circle #580 on mailing card.

**Practical Language Laboratory
A Low-Cost Component System**

A portable, low-cost component language laboratory system to fit budget or space problems is offered by Switchcraft. A deluxe control center with an unusual range of operation, the Student Amplifier, Model 680, is the heart of the laboratory and includes microphone and headphone jacks with separate volume controls on the front panel and three circuit jacks for the power supply and program source on the back panel. A high impedance

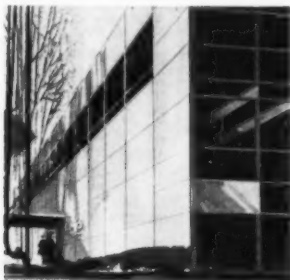


Monitor Phono Jack and a medium impedance Monitor Phono Jack are for instructor monitoring of each student, and the Model 680 allows the student to listen to the lesson and hear his voice as he repeats it, while enabling the teacher to listen to each student's practice lesson. The Model 682 Power Supply, a precision built, well-filter unit, delivers up to 15 Volts D. C. and will handle up to 20 Student Amplifiers. The Switchcraft system can be adapted to any school's set-up with the addition of accessories. Switchcraft, Inc. 5555 N. Elston Ave., Chicago 30.

For more details circle #581 on mailing card.

Stran-Wall Load-Bearing System for One and Two-Story Structures

Lightweight load-bearing steel structure, colorful porcelain curtain wall panels that slip into place on the structure, plus aluminum extrusions and attachments are



all included in one package to make up the new panel wall system called Stran-Wall. Specifically designed to go up easily and quickly at minimum cost, the new system eliminates the need for heavy structural beams and columns since the steel framing is load-bearing. The lightweight components permit saving on foundations, and other savings are effected due to low-cost steel construction and the simplicity of the system. A distinctive nailing groove in the steel framing makes it easy to attach collaterals to the exterior or interior walls, and the thin wall gives more usable floor space. The high quality anodized aluminum alloy mullions, jambs, sills and headers are designed to be snap-fit or attached by con-

cealed screws. Stran-Steel Corp. (Div. of National Steel Corp.), Detroit 29, Mich. For more details circle #582 on mailing card.

Compartment Paper Plate In Rectangular Shape

An eight by ten-inch rectangular compartment plate, available in a complete matched service for use by institutional feeders, is manufactured in a soft green and brown "Floral" design as well as in plain white. The new shape and small brim permit greater food area and depth,



and the compartments lend rigidity and reduce food intermingling. Five new round plates are also available in the matched "Floral" design. Dixie Cup Co., 24th & Dixie Ave., Easton, Pa.

For more details circle #583 on mailing card.

Portable Fire Pump Handles Any Pumping Job

The compact Model DC volume-pressure Water Pump can be carried by two men and taken anywhere it may be needed. A foam nozzle or pick-up tube may be attached if necessary and in addition to pumping for fire, the unit can

be used as an auxiliary pump for flooded areas. It is powered by a nine h.p. Briggs & Stratton four-cycle engine, has corrosion-resisting, high tensile aluminum alloy castings, a simple effective exhaust primer which operates in seconds, and a channel steel frame with collapsible handles. American LaFrance, Elmira, N.Y. For more details circle #584 on mailing card.

Visionaire Magazine Rack Features Large Capacity

Part of the Stacor Visionaire line of library furniture and equipment, the new Magazine Rack combines excellent display with large capacity, holding up to 40 magazines. Available in a smaller size



designed to hold 23 periodicals, the rack is an intermembering unit that will fit existing equipment already in use. Stacor Equipment Co., 295 Emmet St., Newark 5, N.J.

For more details circle #585 on mailing card.

(Continued on page 100)

Write for illustrated material
THONET INDUSTRIES INC.
One Park Ave., New York 16.

SHOWROOMS: New York,
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I've got the products
To clean most all,
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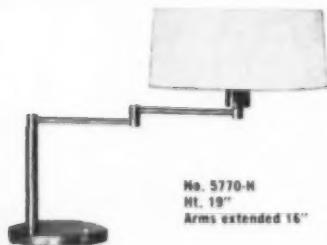
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40 years of cleaning experience at your service.
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designed exclusively for use in residence halls



No. 5770-M
Ht. 19"
Arms extended 15"

Excel Lamps are used now in 50,000 residence hall rooms across the nation. Wide selection of both portable lamps and fixtures for every lighting need. Complete information upon request.

MANUFACTURING CORP.
Muncie, Indiana
College Lamps Div.

Literature & Services

• **Monitor Language Laboratory Equipment** is the subject of an informative four-page folder available from Monitor Language Laboratories, Div. of Electronic Teaching Laboratories, Inc., 1818 M St. N.W., Washington 6, D.C. Originators of language laboratory equipment in 1949, Monitor includes all necessary equipment in its line. Detailed information on components of both Type I and Type II student units is presented in the folder.
For more details circle #586 on mailing card.

• The advantages of modern electronic data processing equipment for student record keeping are discussed in a brochure, "Univac Service Centers," available from Remington Rand, Div. of Sperry Rand Corp., 315 Park Ave., New York 10. The system is described as "A new . . . more effective way to handle school records," and the folder gives details on various phases of record keeping in schools.
For more details circle #587 on mailing card.

• "How to Cut Costs for Grounds Maintenance" is the title of a 16-page brochure released by Gravely Tractors, Dunbar, West Va. Information on equipment for large area mowing, mowing the rough, snow moving, and general mowing problems is presented with catalog data on other equipment and tools for grounds care.
For more details circle #588 on mailing card.

• All types of folding tables, benches, choral risers, bandstands and stages manufactured by Midwest Folding Products Corp., Roselle, Ill., are described in the new 25-page catalog recently released. Complete specifications on pushbutton folding, glider mobility and compact storage are included with other data and colorful photographs of the products.
For more details circle #589 on mailing card.

• Cookson Wood Side-Coiling Partitions, designed to provide durable, compact, architecturally attractive separation of large areas such as gymnasiums, classrooms, cafeterias and multipurpose rooms, are described and illustrated in Bulletin No. 6003. Available from Cookson Co., 1525 Cortland Ave., San Francisco 10, Calif., the four-page leaflet includes design details and specifications.
For more details circle #590 on mailing card.

• Flo-Pac replacement rotary machine brushes, garage and floor brushes, wet and dust type mops and other **sanitary maintenance tools** are illustrated and fully described in Catalog #212, a 120-page book listing over 1000 articles available from Flour City Brush Co., 1501 Fourth Ave. S., Minneapolis 4, Minn.
For more details circle #591 on mailing card.

• The 1960 Catalog of Sanpan Translucent Building Panels available from Panel Structures, Inc., 45 Greenwood Ave., East Orange, N.J., includes information on the complete line of Sanpan Translucent Panels, Translucent Window Walls and Translucent Curtain Wall System, with data on installations featuring colored and multi-colored panels.
For more details circle #592 on mailing card.

• "How to Lay a Lifetime Floor of Northern Hard Maple," "The School Gymnasium as a Social Center," and "Report of Survey - College and High School Basketball Coaches Comment on the Ideal Gymnasium Floor" are titles of some of the **technical literature** available from Maple Flooring Mfrs. Assn., 35 E. Wacker Dr., Chicago 1.
For more details circle #593 on mailing card.

• The many uses of the Caddy for handling dishes, food trays, cups and glasses are featured in a four-page catalog entitled "Versatility in the Caddy Line." The leaflet, available from Caddy Corp. of America, Secaucus, N.J., describes suggested layouts incorporating the new lightweight plastic stacking cup and saucer trays, and includes photographs, graphic illustrations of total capacities, and specifications.
For more details circle #594 on mailing card.

• Large screen projection of 3 3/4 by four and two by two inch slides can be effected with brilliant light even when room darkening is impractical with the powerful **carbon arc slide projectors** manufactured by Strong Electric Corp., 52 City Park Ave., Toledo 1, Ohio. A brochure giving details of the projectors and their use is available from the manufacturer.
For more details circle #595 on mailing card.

• How "Precast Concrete Structural Members" can be engineered to fit the individual design and requirements of various type buildings is explained in a new four-page folder. The leaflet, available from Flexicore Co., Inc., 1932 E. Monument Ave., Dayton 1, Ohio, describes and illustrates specially designed concrete structural units.
For more details circle #596 on mailing card.

• The Model 4000 Nuclear Training System, a complete radioisotope laboratory for high school and college science programs, is described in the 4-page illustrated Bulletin 131. The leaflet, which gives details and specifications on each instrument in the system, includes a bibliography of articles related to training in radioisotope applications and is available from Nuclear-Chicago Corp., 359 E. Howard Ave., Des Plaines, Ill.
For more details circle #597 on mailing card.

Suppliers' News

Brunswick Corp., 623 S. Wabash Ave., Chicago 5, announces removal of its **School Equipment Division** marketing and advertising departments from Chicago to the company's modern plant at 2605 N. Kilgore Rd., Kalamazoo, Mich.

Universal Bleacher Co., Champaign, Ill., manufacturer of portable and folding bleachers, announces acquisition of E-Z-Fold, Inc., Spearville, Kans., manufacturer of a complete line of basketball backstops, including the remote electrically operated Hoist Way type, stationary backstops and basketball backboards. Victor W. Claussen, general manager of E-Z-Fold, will retain responsibility for operations at Spearville, according to the report, and E-Z-Fold will operate as a separate division of Universal Bleacher.

INDEX TO ADVERTISEMENTS

USE THIS PAGE TO REQUEST PRODUCT INFORMATION

The index on this and the following page lists advertisements in this magazine alphabetically by manufacturer. For additional information about any product or service advertised, circle the manufacturer's key number on the detachable postcard and mail it. No postage is required.

Products described in the "What's New" pages of this magazine also have key numbers which appear in each instance following the description of the item. For more information about these items, circle the appropriate numbers on the postcard and mail it, without postage, to College & University Business.

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(We pay the postage)

I am interested in the items circled—

October, 1960

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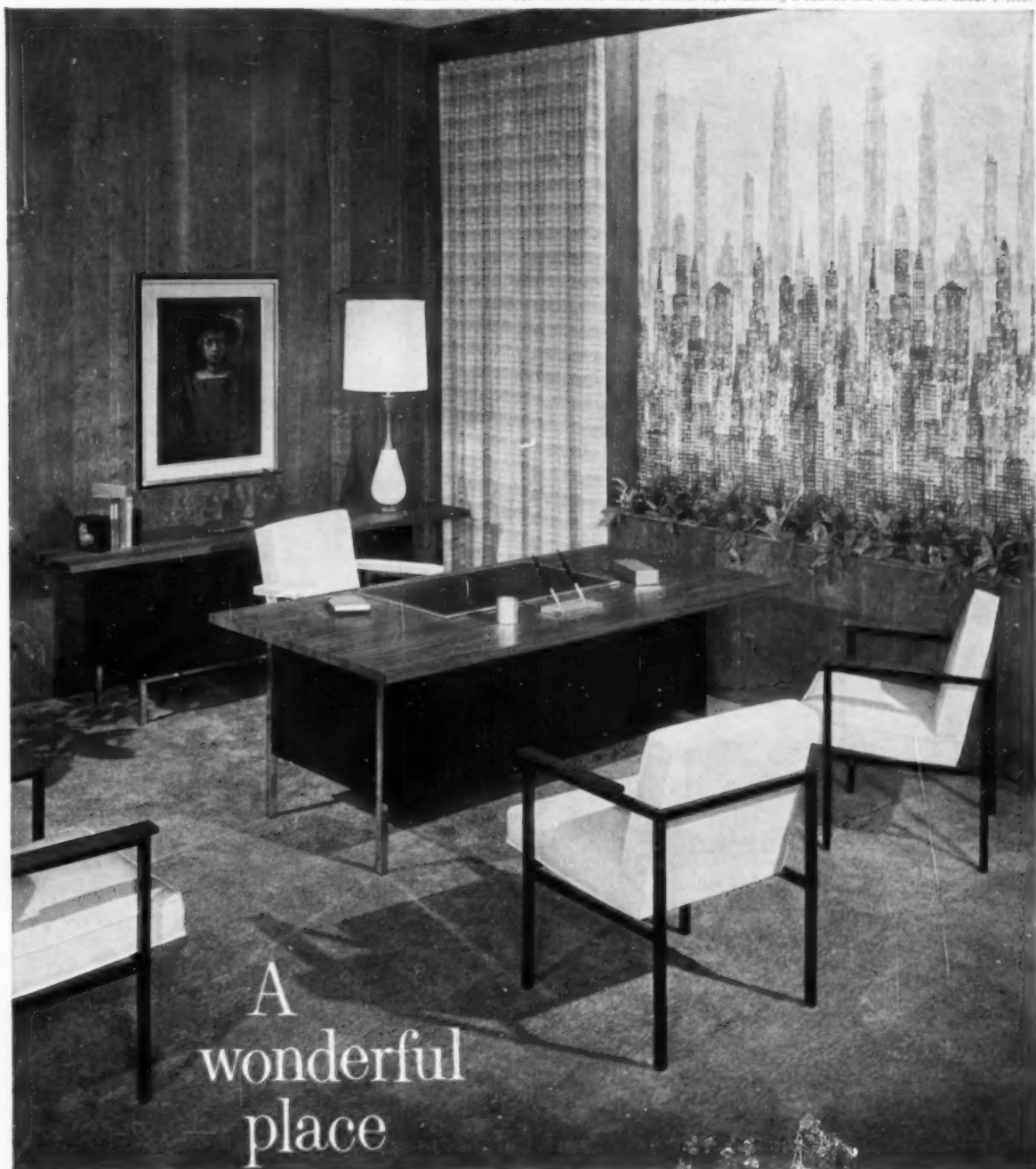
COLLEGE & UNIVERSITY BUSINESS

919 NORTH MICHIGAN AVENUE

CHICAGO 11, ILLINOIS



Steelcase 75" x 38" desk with hand-rubbed walnut top, matching credenza and four chairs, about \$1,500.



A
wonderful
place
to work!

■ Made wonderful by Steelcase office furniture . . . furniture designed to make busy days a little easier, a good deal more pleasant. The dignity, cheerfulness and thoughtful efficiency which are so obvious in this administrator's office can be extended to all other private and general offices on the campus. Steelcase Inc., Grand Rapids, Michigan; Canadian Steelcase Co., Ltd., Don Mills, Ontario.

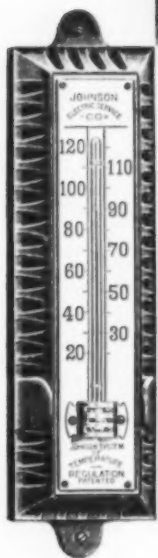
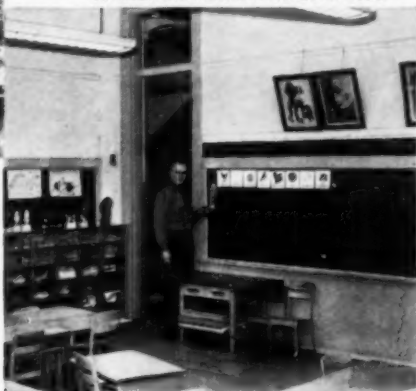
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still functions effectively
to good maintenance and wise
selection of original materials
and equipment.



Howard Smith, Heating Shop Supervisor,
Louisville Board of Education, inspects a
Johnson thermostat installed in 1890.



1890 : JOHNSON control system installed

1960 : still going strong—70 years later!

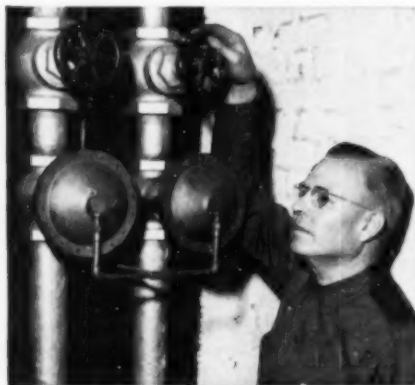
**Oldest known automatic temperature
control installation provides comfort and
economy in 108-year old school**

George W. Morris School in Louisville, Kentucky, has what is undoubtedly the oldest automatic temperature control system in the world.

This Johnson Pneumatic Control System was installed in 1890 to control a new blast heating system and provide individual room temperature regulation. More Johnson Thermostats and Valves were installed in 1914 when supplementary direct radiation heating was added. For 70 years, the Johnson System has served this school dependably and economically . . . returning many times its cost in fuel savings while assuring classroom comfort for thousands of students.

Johnson Pneumatic Control Systems have always been designed to provide reliable, trouble-free temperature control for the life of a building. Countless Johnson Systems installed 40 or 50 years or more ago are still giving first-class service.

When you build or modernize, keep Johnson's unmatched performance record in mind. It is a key reason why you can count on Johnson Control for the lowest possible lifetime costs. Your architect, consulting engineer, or local Johnson representative can supply you with full details about the outstanding performance and economy features of a Johnson Pneumatic Control System. Johnson Service Company, Milwaukee 1, Wisconsin. 105 Direct Branch Offices.



Johnson Valves installed in 1890 and 1914 still operate the hot blast heating system.



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